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HUMAN VALUES AND CORPORATE ACTIONS PROPENSITY:
EXAMINING THE BEHAVIOURAL ROOTS OF SOCIETAL SUSTAINABILITY

by

Joel Marcus

BA, University of Western Ontario, 1997

MBA, Wilfrid Laurier University, 2003

DISSERTATION

Submitted to the School of Business & Economics

in partial fulfillment of the requirements for

Doctor of Philosophy in Management

Wilfrid Laurier University

2010

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Abstract

Global society is currently facing a series of interrelated challenges that cross the economic, social, and environmental domains. Widespread market instability, corporate fraud, social unrest, failing states, environmental degradation, and climate change represent just a few of the most salient issues with which we are having to contend, and which could long affect future generations. Corporations, as the dominant institutions of our time, will necessarily play an important role in our ability to address these challenges. At a very basic level, corporate actions that degrade economic, social, or environmental value make the prospect of long-term sustainability increasingly uncertain. In contrast, actions that strengthen the economic, social, and environmental foundations of society potentiate a more sustainable future.

In this research I examine the behavioural underpinnings of corporate actions that either benefit or harm society, defined as strength and concern actions respectively. Specifically, I explore how different personal values relate to the propensity to engage in strength or concern actions across the economic, social, and environmental domains. Overall strong support was found for the majority of the hypotheses using a broad student sample enrolled in a variety of university programs. As predicted, the results indicate that individuals with strong economic values have a significantly greater propensity to engage in all types of concern actions as compared to individuals with different values profiles. Strong economic values were also shown to decrease the propensity for social and environmental strength actions. An unanticipated but significant finding concerns gender effects on both values and corporate actions propensity. Specifically, females were found to have significantly stronger social and environmental values and

significantly weaker economic values as compared to males. Males in turn were found to have a significantly greater propensity for concern actions, and were less likely to support social and environmental strength actions.

This research also makes a number of conceptual and methodological contributions that help to advance research at the interface of business, society, and nature. In developing the contextual groundwork for this research I outline three conceptions of the relationship between business, society, and nature that are evident within the management literature. I argue that an embedded view, in which business, society, and nature are viewed as nested systems, is conceptually most valid and subsequently provides the best foundation for research addressing problems of sustainability. In addition, I build upon the existing social and environmental management literatures to develop comprehensive conceptual typologies and corresponding measures for both of the main constructs in this research. A multi-step scale development process established evidence pertaining to the reliability and validity of a new measure of corporate actions propensity. A new policy-capturing approach to values measurement was also used in this research, and holds a number of advantages over existing normative and ipsative techniques.

Keywords:

human values; corporate actions propensity; business-society-nature interface; societal challenges; embedded view; social issues; environmental management; corporate social responsibility/performance; scale development; policy capturing

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I was extremely fortunate to find a circle of good people whose collective guidance and support tipped the balance in favour of successfully completing this dissertation. I am particularly thankful to my primary advisor, Lorne Sulsky, who gave me enormous space to pursue my research interests, and who was always quick to provide helpful direction and much encouragement along the way. I was always aware that the difference between an enriching doctoral experience and one that was barely bearable depended on finding the right supervisor, and I was very lucky to find a good one. I am also indebted to Greg Irving, who early in the processes included me as a peer in his own projects, and gave me the opportunity to gain much needed first-hand research experience before getting my hands dirty with my own work. Barry Colbert, who fortuitously came to Laurier just as I finished my comprehensive exams, gave me every opportunity to discuss, debate, critique, and extend the finer points of the sustainability literature. All three of my internal committee members were also extremely generous in easing the financial burden of doctoral studies, allowing me to attend and present at numerous conferences, workshops, and meetings. Perhaps equally important were the many conversations I had with each that extended well beyond the confines of research and academia, and which made my doctoral journey very humane. I am also very grateful to Nancy Freymond and Scott Slocombe who each generously allowed me to invade their class time and survey their students. An additional acknowledgement is in order to Scott for acting as the internal/external at my dissertation defence. I am also thankful to David Wheeler, who generously accepted the role of external examiner, for his thoughtful recommendations and sincere encouragement. Finally and most

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List of Abbreviations

B&S: Business and Society

B-S-N: Business, Society, Nature

CFP: Corporate Financial Performance

CSP: Corporate Social Performance

CSR: Corporate Social Responsibility

ONE: Organizations and the Natural Environment

TBL: Triple Bottom Line

Chapter One: Introduction

The welfare of society is inextricably tied to the institution of business. The sheer scale, scope, and deep integration of global systems of trade make this truer today than ever before. The societal impacts of corporate activity are felt at all levels, ranging from very localized and specific effects on individual persons and the immediate natural environment, to broad and cumulative effects on humanity at large and the earth's natural systems (cf. Wood, 1991a).

Corporate impacts are, from the standpoint of society, a two-edged sword. On the one hand, business infuses society with great value in the form of employment, wealth generation, desired products and services, human-capital development, and so on. It is also true however, that business activities potentiate and too often result in real societal harm. The Enron scandal, the Exxon Valdez oil spill, and the "blood diamond" trade are just a few well-known examples. In an era where environmental degradation, social inequity and political insecurity threaten to undermine the stability of global social order, efforts to promote responsible management and societal sustainability are increasingly salient for management scholars, business leaders, and the general public alike (Anderson, 1998; Davis, 2005; Gladwin, Kennelly, & Krause, 1995; Shrivastava, 1995).

The fallout from the corporate scandals of this decade has created a sense of urgency with respect to improving the outcomes of corporate action or, at the very least, reducing the harm associated with corporate wrongdoing. This is reflected variously in public policy demanding greater accountability and transparency in corporate financial

reporting (e.g. Sarbanes-Oxley), in the recent surge of interest in corporate governance research, and in widespread attempts to embed “ethics” content in core business-school curricula. Once marginalized issues of corporate social responsibility, stakeholder management, managerial ethics, and sustainability are now becoming mainstream in both academic and practitioner circles (e.g. Carroll, 2004; Giacalone & Thompson, 2006; Hart & Milstein, 2003; Hart & Sharma, 2004; Locke, 2006).

Increasingly, the interdependency of business and society is being recognized and highlighted by societal and business leaders. Ban Ki-Moon, Secretary General of the United Nations has put out a call to corporations, stating: “We need business to give practical meaning and reach to the values and principles that connect cultures and people everywhere” (United Nations Global Compact, 2010). Ian Davis, managing director of McKinsey & Company, writes:

There is no shortage of big social issues today that directly affect many big businesses and require new debate. These issues include ensuring that aid organizations and trade regimes successfully promote the development of Africa and other poor regions...; promoting a more sophisticated and sensitive approach, by both companies and governments, to balancing the societal risks and rewards from new technologies; spearheading dialogue on the healthcare and pension challenges in many developed countries; and supporting efforts to resolve regional conflicts. (2005, p. 112)

Although it seems clear that societal welfare is closely tied to the institution of business, the increasing frequency and magnitude of corporate malfeasance globally suggests that getting organizations to “do the right thing” is an enormously complex task,

and that our current state of knowledge about what drives organizations to act responsibly rather than irresponsibly vis-à-vis society is quite limited. Notwithstanding the challenges associated with affecting business practice, improving the societal outcomes of business activity logically requires a two-pronged approach.

First, it is desirable to reduce corporate actions that cause societal harm. The relevant question to be answered here is: Why do some companies in their course of operations systematically dump hazardous materials into the environment, bully and even brutalize employees, take advantage of customers, employ fraudulent accounting schemes to mislead the public, or generally act in any other irresponsible manner? There are, thankfully, many corporations that do not act in these ways, and some have demonstrated a remarkable ability to outpace their peers in transforming business operations to be more societally sustainable.

The second approach to improving business impacts is to understand and encourage those corporate actions that support the common good and help to advance societal welfare. A basic question to be answered is: What motivates some companies to go far beyond legal requirements and institutional norms to reduce their environmental impact, support the communities in which they operate, donate generously to social programs, use their influence to improve the working conditions and lives of the world's least advantaged, or to generally engage in corporate actions that benefit society?

The broad goal of the current research is to advance the literature examining the relationship between business, society, and nature, and to contribute in a small way to an understanding of the determinants of specific types of corporate action. More immediately, this research advances and sets out to empirically test the proposition that

personal values are closely related to corporate actions, and that specific identifiable values will increase the propensity to adopt, support, or engage in either actions of societal strength or actions of societal concern. By looking within the firm to examine behavioural drivers at the individual level, this research adds a complementary view to the institutional perspective offered by Campbell (2007), who outlined a variety of macro-environmental forces thought to engender responsible corporate behaviour.

A micro-behavioural perspective of corporate actions is needed for a number of reasons. First, organizations and, more specifically business or economic forms of organization, are perhaps the most salient feature of the societal landscape. From their initial rise during the industrial revolution, economic forms of organization have rapidly gained prominence (Scott, 2003), and are now granted great legitimacy and extensive powers embedded within national legal frameworks, international trade agreements, and the social consciousness. This dominant societal position is associated with considerable influence. As the corporate debacles of the early 2000s demonstrate, the success or failure of individual business firms can have enormous social consequences, and widespread corporate failure can undermine the welfare of entire nation states if not the global economy. It is thus of great interest to promote the effective functioning of organizations and to maximize their societal contributions, while minimizing the negative effects associated with organizational gross-malfunctioning (Perrow, 1977).

Second, although an institutional perspective provides great insight into the determinants of corporate social action (Campbell, 2007), considerable research has demonstrated that firm activities are not strictly deterministic (Child, 1997; Judge & Zeithaml, 1992). Firms facing similar institutional environments may respond or act

within that environment in very different ways. Furthermore, even when firms adopt similar modes of action or response, they may nevertheless achieve very different outcomes. For example, firms implementing an environmental management system (e.g. ISO 14001) under significant institutional pressure have been shown to vary widely in terms of the benefits derived from system implementation (Boiral, 2007). Although corporations are certainly affected by external forces such as regulation, social norms, and market dynamics, these forces must necessarily be realized at the individual level if they are to ultimately translate into organizational response and action. What happens within the firm, that is, how people perceive and behaviourally respond to their environment is more causally proximal to corporate actions. A behavioural perspective brings to the fore organization-specific characteristics that may promote (or hinder) corporate actions that benefit society.

Third, it is apparent that organizations derive their societal impacts through the aggregated behaviours and actions of individual organizational members. Whereas the majority of the social and environmental management literature tends to adopt an organization level of analysis, research aimed at understanding and promoting responsible corporate action must necessarily address motivational and behavioural factors at the individual level. As such, these research streams can be greatly informed by drawing more deeply on the fields of industrial-organizational psychology and organizational behaviour, which have as their goal to describe, predict and influence employee behaviour (Latham, 2007). In line with recent theoretical work (Aguilera, Rupp, Williams, & Ganapathi, 2007; Brickson, 2007), the current research aims to bring

a more decidedly behavioural orientation to the study of business-society-nature relations.

Because corporate actions derive from the aggregated behaviour of individual organizational members, it is important to understand the behavioural determinants of those actions. Organizational behaviour scholars consider human values to be a key construct underlying individual behaviour and organizational phenomena (Meglino & Ravlin, 1998; Rokeach, 1973), and according to Locke's (1991) comprehensive motivational framework, values form the core of the motivation sequence. Business and Society (B&S) scholars have also highlighted the importance of values (Agle & Caldwell, 1999), as have environmental management scholars. For example, both conceptual and qualitative empirical work related to organizations and the natural environment stress the importance of ecological values in motivating pro-active environmental practice (Bansal, 2003; Bansal & Roth, 2000; Shrivastava, 1995b). Notably, within this line of work, ecological values are rarely contrasted with alternative types of values that may be relevant within business organizations and also predictive (perhaps negatively) of corporate environmental action.

In general, the relationship between different types of individual values and a broader range of corporate actions has received little theoretical attention within the context of societal sustainability, and remains uninformed by empirical research. The primary objective of the current research is thus to bring under consideration a variety of values relevant within business settings, and to examine how those values differentially relate to individuals' propensity to engage in different types of corporate actions. A number of questions guide this inquiry, with three central questions pertaining to the

relationship between values and corporate actions propensity: (1) Are specific values at the individual level related to specific types, or dimensions, of corporate action?; (2) Do some values positively predict propensity toward certain dimensions of corporate action and negatively predict propensity toward others?; (3) Do individuals with certain values have a greater propensity to adopt, support, and engage in actions of societal strength, or alternatively, actions of societal concern? Assuming that values are predictive of corporate actions propensity, a secondary line of analysis is also of interest. That is, is it possible to identify factors associated with different values orientations? These questions are theoretically and empirically addressed throughout the remainder of this work.

In Chapter 2 I lay the contextual groundwork for this research by outlining three conceptions of the relationship between business, society, and nature that are evident within different streams of the management literature. An embedded perspective of the business, society, nature relationship implies the need to move beyond the longstanding debates regarding the responsibilities firms have to society and the empirical relationship between social/environmental performance and financial performance that characterize the social issues and environmental management literatures.

Chapters 3 through 5 detail the comprehensive research study I undertook to address the questions outlined above. In Chapter 3 I define and develop a six-part typology of corporate actions propensity, which is the main outcome variable of interest in this research. Building from the social and environmental management literatures this typology includes actions with both positive and negative impacts, referred to as strength and concern actions respectively, in each of the economic, social, and environmental domains. The multi-step procedure used to validate a corresponding measure of corporate

actions propensity is outlined, and evidence pertaining to the reliability and validity of the multi-dimensional scale is reported.

Chapter 4 addresses the construct of human values, and also contributes conceptually and methodologically to the literature. Values are deeply held and enduring beliefs about desirable end goals and the means to their attainment, and across the social sciences are considered one of the most basic drivers of human behaviour. Extending recent work by Sully de Luque, Washburn, Waldman, & House (2008), I outline a tripartite values typology consisting of economic, social, and environmental values, which corresponds to the key domains underpinning societal welfare. I further report evidence to support the validity of the new policy-capturing method used to measure these values. Policy-capturing has long been used to understand decision-making processes within organizations, but as adapted here has a number of advantages over existing normative and ipsative values measures.

In Chapter 5 a series of hypotheses relating values to corporate actions propensity are developed and tested. Overall strong support was found for the majority of the hypotheses using a broad student sample enrolled in a variety of university programs. As predicted, the results of this research indicate that individuals with strong economic values have a significantly greater propensity to engage in all types of concern actions as compared to individuals with different values profiles. Strong economic values were also shown to decrease the propensity for social and environmental strength actions. An unanticipated but significant finding concerns gender effects on both values and corporate actions propensity. Specifically, females were found to have significantly strong social and environmental values and significantly weaker economic values as

compared to males. Males in turn were found to have a significantly greater propensity for concern actions, and were less likely to support social and environmental strength actions.

Chapter 6 summarizes the key contributions and findings of this research, and outlines implications for both management practice and management education. I also address the limitations of the research and consider how these limitations might be addressed in future research.

In Chapter 7 I return to the embedded view, with a broader discussion of the implications for management studies and prospects for future research building from this perspective. I outline four broad questions related to building an *embedded case* for systems-level sustainability, and within these suggest a number of avenues that could be taken to further address challenges at the interface of business, society, and nature.

Chapter Two: Conceptions of the Business-Society-Nature Interface: Disparate, Intertwined, and Embedded

The twenty-first century will, in fact, be the Age of Nature. We'll learn, probably the hard way, that nature matters: we're not separate from it, we're dependent on it, and when there's trouble in nature, there's trouble in society. (Homer-Dixon, 2006, p. 13)

There is mounting evidence that society is facing a series of profound challenges that span the economic, social, and environmental domains. The tumultuous market events of late 2008 unveiled critical deficiencies in the global economic system, and sent government and business leaders scrambling to prop up massive industry failures with hundreds-of-billion dollar aid packages in the hope of restoring economic stability and a return to status quo economic-growth policies. Concurrently, social systems around the world are showing signs of growing instability, ranging from micro-unrest in the form of food riots, worker riots, and intra-regional conflict, to macro-instability in the form of inter-regional conflict and increasing numbers of failing states (Brown, 2008). Add to that the rapidly accumulating evidence that indicates the earth's natural systems are in a highly perilous state, and which points to collective human activity at the global scale as a chief contributor to environmental decline (Intergovernmental Panel on Climate Change, 2007; Millennium Ecosystem Assessment, 2005). Some see these mounting stresses as inevitably leading to a period of societal decline, if not collapse (Brown, 2008; Homer-Dixon, 2006).

It is increasingly apparent that these challenges are not unrelated, discrete problems that can be analyzed, attended to, and solved independently, but are instead complex phenomena that cross system boundaries and which emerge from the dynamic interplay between business, society, and nature (Holling, 1995). Thus, if we are to confront these challenges it seems necessary to have a comprehensive understanding of how business, society, and nature relate to each other. Interestingly, within the management literature there has been little direct discussion of the relationship between these three meta-systems, although both business and society (B&S) and organizations and the natural environment (ONE) scholarship are based on an explicit recognition of a *de facto* relationship between business and society, and business and nature respectively. However, even while the very names for these areas of management inquiry point to the existence of interconnections between the natural, social and economic realms, the *nature* of these relationships has received relatively little attention. This is significant because the basic conception that scholars hold of the business-society-nature (B-S-N) interface will influence the research questions asked, the theories developed, and ultimately the prescriptions offered to management practitioners and political leaders. A holistic analysis of how business, society and nature interrelate is necessary to confront the environmental and social challenges before us, and to support a rich research agenda that can contribute meaningfully to the field of organizational studies.

Thus, in this chapter I ask: *What implicit or explicit conceptions of the B-S-N interface are evident in the management literature, and how do they correspond to the social and environmental challenges of our time?* The purpose of this chapter is to derive, compare and contrast three general conceptions of the B-S-N interface as a

vehicle to review the broad research domains related to this research, and to provide a conceptual foundation for the theoretical and empirical portions of this work. In particular, I elaborate on what I have termed the embedded view - both for its under-representation in the current field of management scholarship, and for its potential to address the impasse we seem to face in our understanding of how to respond to current and imminent global challenges.

This conceptual analysis addresses the relationship between the meta-systems (macro systems composed of smaller sub-systems) of business, society, and nature, which I refer to as the *B-S-N interface*. Thus, the reference to *business* throughout this chapter is to the business system in aggregate (i.e. the economic system) as opposed to individual businesses or organizations. Although it is admittedly difficult if not impossible to precisely define the boundaries of the business system, it can be seen to encompass that set of activities and institutions directed toward the generation of economic profits. There is, of course, wide variation across countries, regional contexts, cultures, and so forth, with respect to how economic activities are construed and the relative importance and mix of the actors involved (e.g., private enterprise, government, not-for-profits, etc.). Thus, the conception of business here can be considered to reflect the typical North American understanding of a liberalized free-market system dominated (in terms of size, scale, and impact, if not numbers) by for-profit corporate entities (Barber, 2007; Korten, 2001). I take *society* to mean global society, which includes all humans and the totality of their activities and institutions across geographic locale and time, although we are primarily concerned with current and future generations. And, by *nature* I mean all

living species and the bio-physical elements and processes that make up the earth's natural systems.

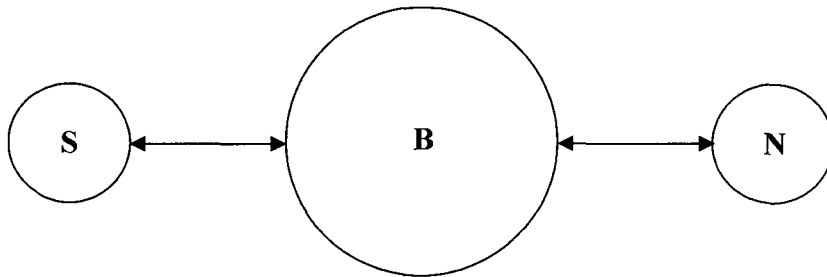
This chapter proceeds as follows: First I describe three distinct conceptions of the B-S-N interface derived from a broad review of relevant management literature. I refer to these as the *disparate*, *intertwined*, and *embedded* views. The conceptions are organized along several dimensions based on noted differences in the implicit and explicit assumptions underpinning each. Ultimately I suggest that the embedded view is most useful for addressing complex global problems, as it infers a holarchical (or holistically hierarchical) perspective of the B-S-N interface: the notion that business, societal, and biospheric systems are not only interrelated, but that they are most realistically (and therefore most usefully) viewed as nested systems.

Alternate Conceptions of the B-S-N Interface: Disparate, Intertwined, and Embedded

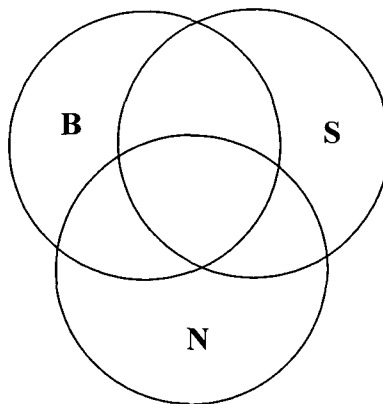
Because there have been relatively few conceptual analyses examining the B-S-N interface, I conducted a broad review of relevant literature to understand the different ways in which management scholars have implicitly or explicitly characterized this interface in their work. Based on this review I have delineated three alternate conceptions of the relationship between business, society, and nature (Figure 1). The first conception, which I have termed the disparate view, is an externalizing perspective, drawn primarily from traditional management studies and a neo-classical economic orientation in which society and nature are regarded as separable from and peripheral to the business system, which is of central concern. Given that broader societal and natural phenomena have historically remained outside the agenda of most management and

Figure 1: *Alternate Conceptions of the Business-Society-Nature Interface*

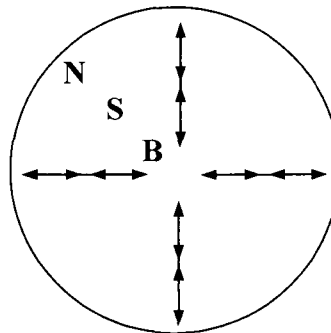
(a) The Disparate View



(b) The Intertwined View



(c) The Embedded View



Note: B = business; S = society; N = nature

economic scholars, the disparate view comprises a largely implicit model of the B-S-N interface. The second conception, or intertwined view, is a relating perspective, where society and nature are regarded as more centrally important and treated in an integrated fashion with the business system. That is, business, society, and nature are brought within the problem domain. As compared to the disparate view, the intertwined perspective is more explicit in the literature, and has received considerable uptake in the form of widely popularized *triple bottom line* models of sustainability (Elkington, 1998). This review suggests that, taken together, social issues and environmental management scholarship tend to reflect an intertwined view, but I am particularly concerned with the conceptual validity of this model and question whether it provides an adequate foundation from which to address the broad global challenges identified above. The third conception – the embedded view – is a reorganizing perspective, in which business, society, and nature are viewed as nested systems, and is adapted from relatively recent work in the fields of environmental studies and ecological economics (Gibson, 2001; Victor, 2008).

Given that numerous papers have mapped the streams of research that address social, environmental and economic issues (see Carroll, 1999; Donaldson & Preston, 1995; Etzion, 2007; Griffin & Mahon, 1997; Jones, 1995; Kurucz, Colbert, & Wheeler, 2008; Margolis & Walsh, 2001; Orlitzky, Schmidt, & Rynes, 2003, among others) I do not undertake a general review of the literature. Rather I aim specifically to uncover how the relationship between business, society, and nature has been characterized (either implicitly or explicitly) in the literature, and to explore how different conceptions of this relationship might help or hinder our ability to address challenges that cross the B-S-N

interface. This review, though broad, is thus somewhat selective. I recognize that in many cases the conceptual frameworks are drawn inferentially, and that there is room for debate as to how well different research streams correspond to one conception or another. However, this review reflects the general shape and contour of the literature, and indicates three distinct ways of characterizing the B-S-N interface. In Table 1, I compare and contrast the three views across a number of dimensions including their characterizations of business, society, and nature, relevant value domains, and their

Table 1: *Comparison of the Disparate, Intertwined, and Embedded Views*

	Disparate <i>Atomistic</i>	Intertwined <i>Systemic</i>	Embedded <i>Holarchical</i>
Business	Separable; largely self-contained and self-regulating	Partially separable; relatively equal in stature to business & nature	Inseparable; a sub-system contributing to societal welfare, within the biosphere
Society	Separate and exogenous; aggregate of individual interests	Interfaces with business in the stakeholder complex	Includes all human systems and activity across levels of analysis
Nature	Separate and exogenous	Interfaces with business such that business value and natural capital are mutually enhanced	Finite, all-encompassing life-sustaining system
Relevant Value Domains	Economic	Un-ordered Multi-form: economic, social, and environmental	Ordered Multi-form: (1) nature (2) society (3) business
Relational principle	Independence	Interdependence	Dependence

relational principles. In the following sections I outline these dimensions in greater detail with respect to each of the disparate, intertwined, and embedded views.

The Disparate View: An Externalizing Perspective

...Smith, Malthus, and Ricardo and later J. S. Mill and Marx ... were well aware of the links between the economy and its larger social setting. Some of them also paid attention to the links of the economy with nature. Unfortunately, most economists who followed concentrated on the internal workings of the economy, giving the false impression that the economy is disconnected from society and the natural world. (Victor, 2008, p. 35)

Gladwin, Kennelly and Krause (1995) have suggested that management theory and research is dominated by a techno-centric orientation characterized by a reductionist and atomistic view of the world. Perhaps most strongly implied in the neoclassical economics paradigm (see Etzioni, 1988), there has been a strong tendency within the mainstream management literature to treat business, society, and nature as wholly distinct realms each characterized by unique elements, processes, and functions. The relationship between systems is regarded as arms-length or loosely-coupled rather than integral. According to this orientation, “the economy is a closed linear system, isolated from nature, where exchange value circulates between industries and households. All else is exogenous” (Gladwin et al., 1995, p. 884). Perhaps not surprisingly, analyses that focus on the internal workings of the economic system tend to exhibit this externalizing view of nature and society.

Preston and Post (1975) have similarly identified the market contract model underlying liberal economic theory as belonging to a more general class of collateral

systems models, in which “two or more systems are engaged in transformation and exchange relationships with each other” (p. 16), and in which “each component entity is isolated from every other one, and interactions take place *only* by means of transactions” (p. 20, emphasis in original). I refer to this tendency to treat business, society, and nature as standalone, separable units with linear causal flows between them as the disparate view of the B-S-N interface (Figure 1a).

The disparate view of business. Mainstream economic and management scholarship is arguably defined by a central and encompassing preoccupation with the business system. The totalizing emphasis on business is tellingly revealed in the classic management view that *the business of business is business*. The presumed purpose of business is to maximize financial wealth (Jensen, 2002) as a principal means by which humans meet their individual needs. Business is generally regarded as self-contained and self-organizing, and is typically characterized as a system of transactional exchanges rooted in a logic of individual self-interest. The objective of maximizing economic outcomes at the individual, firm, industry, national, and global levels is largely accepted as a taken-for-granted assumption. Economic growth across all levels of analysis is almost exclusively regarded as desirable.

From a disparate perspective of the B-S-N interface, the business realm fully defines the domain of interest, and the salient objectives are to understand the key variables and mechanisms operating within the system and to maximize economic outcomes. Because social and environmental phenomena are notoriously difficult to quantify in market contract terms, the bulk of management scholarship has given little attention to the societal and natural domains. This is not to suggest that social and

environmental phenomena are completely ignored, but rather that they are deemed relevant only insofar as they can be modeled as economic factors. Thus, under a disparate orientation, social and environmental variables of interest are recast as economic variables, and society and nature remain outside the scope of analysis proper.

The disparate view of society. The business-centric orientation of the disparate view sees society as an exogenous entity that comprises a distinctly different and separable realm comprised of all non-economic human activities. The societal sphere and issues of social welfare are presumed to be the domain of government rather than business, and the role of business vis-à-vis society is simply to create as much economic value as possible (Friedman, 1971). Beyond the creation of economic value as the assumed defining purpose of business, effects of business on society that are not embodied in market transactions are regarded as ‘externalities’ (Crouch, 2006) - a framing that reinforces an exclusively narrow focus on the business domain and acts to diminish the perceptual salience of meaningful societal impacts that are not directly manifest in statements of profit and loss. As Crouch (2006) has outlined, so-called externalities can have both positive and negative impacts on society, but by definition, consideration of these effects is outside the domain of standard market analyses.

From a disparate perspective, the effects of society on business consist primarily of the regulatory and legal frameworks imposed on the business system. Regulation, taxes, and compliance with legal standards create direct costs that can be quantified and assessed within a market-exchange model, and as such have received considerable attention in what can be considered the normal arena of economic and management inquiry. However, according to neoclassical economic theory, the invisible hand of the

market will self-regulate, and externally imposed boundaries and constraints, particularly in the form of public policy, are deemed undesirable. Or, as Preston and Post (1975) wrote: “Any impact of government or other forms of collective social direction on the market contract process and its results can be unambiguously termed ‘interference’” (p. 21). This strong market logic makes a clear, even normative distinction between the realms of society and business, where government is and should be strictly responsible for social welfare, and business is and should be strictly responsible for economic value creation (Friedman, 1971; Siegel, 2009).

The disparate view is also readily apparent in the literature on corporate governance. Although corporate governance in the broad sense addresses the mechanisms by which organizational resources are managed and allocated amongst a number of societal players or stakeholders (Freeman & Evan, 1990; Freeman, Wicks, & Parmar, 2004), and although a wide variety of governance mechanisms and models are employed throughout the world (Aguilera & Jackson, 2003; Naciri, 2008), North American governance research in particular is dominated by a focus on the principal-agent problem and the protection of shareholder interests (Daily, Dalton, & Cannella Jr, 2003; Jensen & Meckling, 1976). In this latter perspective, corporate governance is defined narrowly as “the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment” (Shleifer & Vishny, 1997, p. 737). Governance is viewed as a problem of ensuring shareholder rights, and notably absent is the consideration of other societal players who may be substantively impacted by firm activities. It is a view of governance for private interests as opposed to a view of governance for public interests.

The disparate view of nature. Under a disparate view, the role of nature is to serve business as the source of basic resources used in the creation of economic value, and as a sink for its by-products and waste disposal. This is the view inherent in most neoclassical economic models and traditional management theory. At the organizational level, access to valuable resources is seen to be a key determinant of firm performance (e.g. Barney, 1991). However, resource constraints are typically treated as a within-system problem (i.e. between-firm resource differentials), as opposed to a limiting factor on the system as a whole. Victor (2008) cites the work of Barnett and Morse (1963), and their conclusion that natural resource availability had not and would not likely constrain economic growth as having “permeated the thinking of many economists and those they advise for the past half century” (Victor, 2008, p. 51). As with the impacts of business on society, characterizing the impacts of business on nature such as pollution, habitat destruction, and so forth, as externalities reinforces the view that business is distinct and separable from nature.

Relevant value domains. The disparate view emerges from a central concern with explaining economic phenomena and economic outcomes, and above all a preoccupation with economic value. With the centrality of economic value creation across all levels of analysis (see Victor, 2008 for a particularly cogent analysis of economic growth as *the* primary public policy objective), broader forms of value intrinsic to the societal and natural domains go largely unrecognized. Thus, only those factors and phenomena that bear directly on the creation or loss of economic value are deemed relevant.

Relational principle. A disparate view rests on the underlying principle of independence of the business, societal, and natural systems. Treating business as an independent unit allows scholars to examine in detail the internal workings of an (often theoretical) economic system, while disregarding the supposedly non-economic factors embedded in society and nature. Detailing the history of neo-classical thought, Kapp (1963) wrote:

Political economy became “pure economics” which recognized only those ends (and means) which could be expressed and measured in terms of exchange values. That is to say, those social ends and means (costs) which could not be expressed in terms of market prices increasingly came to be regarded as “noneconomic” and as such outside the proper scope of economic analysis. (p. 5)

Thus, while the principle of independence underlying a disparate view allows for insight into a market system composed of quantifiable exchanges, it upholds a strict categorical distinction that precludes social and environmental phenomena that are not readily quantifiable from economic analyses.

Limitations of the disparate view. Although the disparate view would not likely be defended as an accurate or realistic portrayal of the relationship between business, society, and nature, it may be justified as a useful abstraction – similar to the ideal-type of the perfect competition model (cf. Etzioni, 1988) – to gain insight into particular features of a market system. Thus, if the primary problem to be addressed is predominantly economic in nature and can be determined strictly in terms of financial outcomes, the disparate view *may* not be a wholly inappropriate conception. However, in its singular emphasis on the business system, the disparate view systematically excludes

consideration of social and environmental phenomena that cannot be economically quantified. It thus fails to make salient many of the critical issues currently facing humanity.

The Intertwined View: A Relating Perspective

The field and its integrating theme appear very clearly... to be the complex, dynamic, two-way relationship between the economic institutions of our society, with which most schools of business are primarily concerned, and the social systems in which those institutions now operate and are likely to operate in the future. (Preston & Post, 1975, p. xi)

[A]n understanding of sustainability ... is focused on the interactions between industrial and ecological systems, rather than examining each system independently. (Seager, 2008, p. 444)

The disparate view of the B-S-N interface has been largely rejected by social issues and environmental management scholars for its apparent lack of descriptive validity and severe discounting of social and environmental factors. Rather than peripheral, most argue that these latter elements are central to business activities, and provide the very foundations from which business operates. Further, these scholars are generally concerned with the very real and demonstrable social and environmental consequences that accompany economic activity and often show a deep interest in preserving and enhancing non-economic forms of value found in the societal and natural domains (cf. Bazerman & Hoffman, 1999). Many see the interests of business, society, and/or nature as complementary, and have sought to demonstrate how value can be

simultaneously created across these domains (Hart & Milstein, 2003; Porter & van der Linde, 1995; Prahalad, 2005).

Attempting to capture this expanded domain of management research interest, Preston and Post (1975) proposed that the relationship between business and society is best understood in terms of interpenetrating systems, which exist “when more than one distinct system, neither totally contained by nor containing the other, is involved in a single event or process” (p. 16). The accompanying graphical portrayal consists of two overlapping ovals, one representing business and the other society, with the common space defined as a *single process under analysis*. The interpenetrating systems model has been well received in the B&S literature (Buchholz, 1996), but does not include the earth’s natural systems.

In recent years, a very similar though more comprehensive model - in that it includes the natural environment - has been widely promoted under the rubric of *sustainability*, and is generally regarded as offering a new and more relevant model for management inquiry and practice that addresses limitations in the disparate orientation. This is also referred to as the triple-bottom-line (TBL) approach, which Elkington’s (1998) original contribution defined as “focusing on economic prosperity, environmental quality and ... social justice” (p. 2). The venn diagram often used to represent the integration of these broader objectives (Adams, 2006; Cohen, Smith, & Mitchell, 2008; Dalal-Clayton & Bass, 2002; Stead & Stead, 2009) is what I refer to as the intertwined view of the B-S-N interface (Figure 1b). Systematic descriptions of the various components of this model have been provided by Cohen et al. (2008) in their work to expand the outcome domain of interest for entrepreneurship research.

As a conceptual framework, the intertwined view is clearly distinguishable from the disparate view in that social and environmental phenomena are seen to be within rather than outside the problem domain. The intertwined view implies that business, societal, and environmental objectives can and should be pursued simultaneously, and the central goal of achieving sustainability takes precedence over simple economic outcomes. Sustainability, from an intertwined perspective, is defined as the successful integration of these multiple objectives, and is commonly illustrated as the space where the economic, social, and environmental spheres overlap (Cohen et al., 2008; Stead & Stead, 2009).

Although in many cases social issues and environmental management scholars do not frame their work within the context of sustainability, the basic premise of the B&S and ONE literatures, which seek to integrate the social and/or environmental with the economic, is highly consistent with an intertwined view. However, individual research contributions or particular streams within these fields may not always directly reflect the overarching intertwined view that integrates the economic *and* social *and* environmental. I see two related reasons for this. First, as the title quotes under this section suggest, it is most common for scholars to focus in a dualistic fashion on either business-society relationships or business-nature relationships, and less prevalent for scholars to consider the relationships between all three domains (cf. Cohen et al., 2008). Second, there has been little conceptual work addressing the relationship between business, society, and nature, and researchers often fail to make clear the conceptual framework underpinning their work. This latter point represents a significant gap in the literature, which in part this work is meant to address. The former is likely a function of standard scientific approaches that tend to focus narrowly on a limited number of well-defined variables and

the linear relationships between them. Thus, while social issues and environmental management scholarship are distinct in a number of ways, taken together their central underpinnings exhibit an intertwined view of the relationship between business, society, and nature.

The intertwined view of business. Management scholarship dealing explicitly with issues of environment and/or society has helped to systematically integrate social and environmental issues with elements of the business system from both strategic (e.g. Freeman, 1984; Hillman & Keim, 2001; Porter & van der Linde, 1995; Sharma & Vredenburg, 1999) and institutional (e.g. Doh & Guay, 2006; Hoffman, 1999; Husted & Allen, 2006) perspectives. Early research that focused on business and society issues sought to define business as entities with a broader range of responsibilities to society beyond the creation of shareholder value (Carroll, 1979). Despite persistent ambiguity in the definition of CSR and notable critiques of the concept and its related discourse (Friedman, 1970; Jones, 1996; Vogel, 2005), CSR and the related concept of corporate social performance (CSP) continue to be dominant themes, if not *the* dominant themes, in management scholarship focused on the interrelationship between social and economic issues (Carroll, 1999; McWilliams & Siegel, 2000; Schwartz & Carroll, 2003; Swanson, 1999; Weaver, Trevino, & Cochran, 1999; Wood, 1991b; see also the *Academy of Management Review* special topic forum, August 2007). According to Wood (1991a) “the basic idea of corporate social responsibility is that business and society are interwoven rather than distinct entities” (p. 695).

Beginning in the 1990s, management scholars began to focus on the natural environment and its implications for mainstream management theory (e.g. Gladwin et al.,

1995; Hart, 1995; Shrivastava, 1995a; Starik & Rands, 1995) to empirically assess factors relating organizations to the natural environment (e.g. Bansal, 2003; Bansal & Roth, 2000; Henriques & Sadosky, 1999; Sharma, 2000). The concept of *sustainable development* or *sustainability*, based in the work of the Brundtland Commission (World Commission On Environment and Development, 1987), is central to much of the literature examining the business-nature interface (Etzion, 2007), and has come to be a dominant theme in both management research and practice. Like CSR, sustainability is a broad, over-arching, and contested concept (Porritt, 2006) that usefully captures much of management scholarship that addresses economic, social, and environmental issues (Etzion, 2007; Kurucz et al., 2008). Within the sustainability literature, business is widely promoted as holding great potential to be a positive agent of global change by, for example, attending to the needs of the world's poorest inhabitants at the base of the pyramid (Prahalad, 2005) or by developing operational and technological innovations that reduce humanity's collective burden on the environment (Hart, 1997). These authors see a complementary relationship between the for-profit motive of business, and the social and environmental needs that must be addressed if we are to ensure a sustainable future. Stuart Hart (2005), one of the most influential voices in the sustainability literature, is particularly optimistic about the role of business and argues that "corporations are the only entities in the world today with the technology, resources, capacity, and global reach required" (p. 3) to lead us toward a sustainable world.

In sum, the social issues and environmental streams of management inquiry treat business not as a standalone entity separate from society and nature, but rather as one of three important and integrally linked systems. Business is characterized as a system of

economic value creation that results from the transformation of social and natural capital. As such, an intertwined view implies that business phenomena cannot be disaggregated from societal and natural processes, and suggests the possibility that by balancing business interests with those of society and nature, value can be simultaneously created within each system (Hart & Milstein, 2003).

The intertwined view of society. It is widely acknowledged that the basic premise of the B&S field is that “business and society are intricately connected” (Wood 1991b, p. 384; see also Preston & Post, 1975; Wood, 1991a). However, there seems to have been relatively little inquiry into exactly what this societal entity is. A recent survey examining the extent to which business and society literature is idealistic identified only one topical area – social issues – as having a societal level of analysis (Dentchev, 2009). On the whole, it appears that *society* has been a convenient catchall for human-related phenomena that are not strictly economic, and that the field has remained somewhat agnostic as to the nature of society.

Despite this apparent gap, there are two areas of management scholarship that provide insight into the societal domain: stakeholder theory and the public policy literature. Freeman’s (1984) seminal work on stakeholder management opened an important new avenue for management scholars to think about the societal realm and its relationship to business. Defined as those who affect or are affected by a firm’s activities, stakeholders are broadly interpreted to include owners, employees, customers, governments, and even the “poor, weak, isolated, non-legitimate, and ... non-human” (Hart & Sharma, 2004, p. 7). Stakeholders exist both within and outside the organization, and thus help to define the business-society interface. Society from a stakeholder

perspective is composed of a potentially limitless number of actors, both large and small, who exist in a complex web of interrelationships, continually affecting and affected by other societal actors. By definition, and given the managerial nature of stakeholder theory (Freeman et al., 2004), the organization always exists as the focal referent in stakeholder analyses. While individuals and groups can be identified, categorized, and ordered according to a logic of organizational goal attainment (Mitchell, Agle, & Wood, 1997), society as a whole takes on a more amorphous quality that only becomes tangible within the organization's stakeholder complex. Thus, stakeholder theory has tended to treat society as individual actors who collectively are no greater than the sum of their parts (Buchholz, 1996). Only recently has the concept of *community* been given greater attention within the stakeholder literature (Dunham, Freeman, & Liedtka, 2006).

The public policy literature considers society from a different perspective, and sees public policy as “the means by which society as a whole articulates its goals and objectives and directs and stimulates individuals and organizations to contribute and cooperate with society” (Buchholz & Rosenthal, 1995, p. 261). Under an intertwined view, society - in the form of government and public policy – and business are conceived as distinct, relatively equal systems that interrelate in a sphere of mutual influence. Public policy establishes a regulatory and normative environment conditioning the market, and business becomes politically active in order to sway public opinion and help shape public policy (Hillman & Keim, 1995). Democracies are conceptualized as “marketlike processes where demanders and suppliers of various public policies interact” (Bonardi, Hillman, & Keim, 2005, p. 397), and firms seek to enhance their competitive position through political activity (Schuler, Rehbein, & Cramer, 2002). It is notable that

much of the public policy literature assumes a business-centric perspective, in which public policy is framed as a means by which firms achieve strategic objectives rather than as an end in its own right (Boddewyn & Brewer, 1994, p. 121). Public policy is generally regarded as “good” when it allows for economic growth and “bad” when it diminishes market potential. This framing tends to subjugate the public/societal sphere to the private/business sphere.

The intertwined view of nature. Like the relationship between business and society, the intertwined view of business and nature sees two relatively distinct (but interrelated) systems that partially share a common space in which a single process unfolds. At the business-nature interface, this single process occurs when nature is systematically integrated into business consciousness and practice. The interface is thought to result in mutual benefit for both business and nature, as firms are able to reduce costs, enhance legitimacy, and even gain strategic competitive advantage over rivals by reducing their environmental footprint, producing environmentally friendly products, and developing environmentally-rooted resources and capabilities that are unique to the firm and valuable to the market (Bansal & Clelland, 2004; Hart, 2005; Reinhardt, 1998; Russo & Fouts, 1997; Sharma & Vredenburg, 1999). It is often suggested that at both the micro- and macro-level, economic growth and environmental integrity do not conflict, but are rather mutually enhancing.

A number of scholars interested in the intersection of nature and business have sought more robust explanations for firms’ environmental actions through the lens of institutional theory and field-level analysis (Hoffman & Ventresca, 2002). From this perspective, the basic understanding of environmental issues and the manner in which

organizations respond to them are shaped largely by broad socio-cultural forces that constrain organizational options to that set of actions deemed legitimate within a particular institutional field at a given point in time (Hoffman & Ventresca, 1999). Research in this stream has documented how institutional shifts have substantially changed the meaning of environmental issues relative to corporate practice since the 1960s (Hoffman, 1999, 2001), how global and host country institutional pressures affect the environmental activities of multinational firms (Levy & Kolk, 2002; Sharfman, Shaft, & Tihanyi, 2004), and how firms use political activity to respond to and shape the institutional forces to which their environmental performance is subject (Child & Tsai, 2005; Kolk & Pinkse, 2007).

Although the observed state of environmental decline is the assumed backdrop in these analyses, nature is typically framed as an increasingly important *social* issue to which firms must respond if they are to maintain legitimacy, competitiveness, and survival (Meyer, 2002). Again, institutional approaches do not specifically address the systemic relationship between business, society, and nature, but rather are predominantly concerned with understanding the determinants of firm-level environmental activity (Ehrenfeld, 2002). Society in the form of such things as institutional values, norms, and government regulation is structured primarily as a key antecedent variable (rather than an outcome variable) by which environmental issues become incorporated into corporate consciousness and practice. Thus, while institutional analyses highlight substantial shifts in societal and subsequently business concern for issues pertaining to nature over the past 50 years, it remains unclear whether changing institutional and environmental regulatory regimes or even those actions indicative of “high-level corporate environmental

performance” (Sharfman et al., 2004) are truly effective relative to the scale and scope of environmental problems facing humanity (cf. Meyer, 2002). Nonetheless, much of the literature in this area emphasizes the potential for business enhancing outcomes within the changing institutional structures that aim to promote ecological benefit (Hoffman, 2000; Kolk & Pinkse, 2008; Rugman, Kirton, & Soloway, 1999). For example, in their analysis of environmental regulation within the context of the North American Free Trade Agreement (NAFTA), Rugman et al. (1999) conclude that “the NAFTA regime works to increase market access and enhance competitiveness, for firms from all participating countries, while also helping to protect the natural environment as well” (p. 9).

Relevant value domains. In contrast to the disparate view that recognizes only quantifiable economic value, the intertwined view recognizes multiple forms of value intrinsic to each of the business, societal and natural systems. The intertwined view does not imply any particular value ordering, and thus suggests that each value form is equally legitimate, and that creating value of any kind is desirable. Because systemic limits that would constrain value growth within the different domains are not immediately apparent, the overlapping spaces are most commonly conceived as opportunities for mutual value creation, rather than as areas of values conflict where trade-offs occur. It is thus thought possible and desirable to achieve win-win-win outcomes, where “win” in the business sphere is interpreted as economic growth. The intertwined view naturally leads to a research model of “doing well (financially) by doing good (socially and environmentally),” which was notably the theme of the 2007 Academy of Management meeting.

Relational principle. Whereas the disparate view is built on the principle of independence, the intertwined view rests on the underlying principle of interdependence. Interdependence infers that all three systems are necessary and mutually supporting. It further implies that none of the systems can function alone, but that each requires the others to maintain system integrity. The notion of interdependence is perhaps most apparent in the *three-legged-stool* model of sustainable development, which has had a remarkably wide reach (Dawe & Ryan, 2003). These popular conceptions of sustainable development mask the critical dependencies in the relationship between business, society, and nature, which I detail later in this chapter.

Limitations of the intertwined view. Although the essential nature of the relationship between business, society, and nature has not been an explicit area of inquiry in social issues and environmental management scholarship, this review suggests that the intertwined view is consistent with the prominent themes, research emphases, logic, and assumptions that characterize this work. The intertwined view has played a vastly important role in both management research and practice, opening up and providing legitimacy for multiple domains of inquiry and greatly increasing our knowledge about the relationship between economic, social, and environmental variables.

However, despite these advances it is not clear that the intertwined view helps to address in a meaningful way the most difficult challenges facing human society. Notably, even while business has largely come on board with accepting responsibility to a broader range of stakeholders and committed to higher standards of ethical conduct (Jenkins, 2001), in the last decade we have witnessed some of the most egregious management behaviour and economically ruinous corporate scandals on record. Even

while corporations have embraced the concept of sustainable development and adopted more environmentally friendly practices (Kolk, 2003), we continue to see profit pursuits leave a devastating trail of ecosystem impacts (e.g. Marsden, 2007). Even while much of the world has experienced unprecedented economic growth (The World Bank, 2008), we have not managed to reduce poverty, social inequity, and conflict (Brown, 2008), or even on the whole to make ourselves happier (Layard, 2005). And even while governments have largely accepted the voluminous scientific data indicating that collective human activity is compromising the earth's unique life sustaining properties (Intergovernmental Panel on Climate Change, 2007; Millennium Ecosystem Assessment, 2005; U.S. Climate Change Science Program, 2008), our public and private sector leaders remain most strongly committed to the pursuit of unending economic growth and material prosperity (Homer-Dixon, 2006; Milbrath, 1989; Victor, 2008).

Many of the truly pressing dilemmas facing human society are outside the scope of a research paradigm based on an intertwined perspective. While the intertwined view helps to bring multiple forms of value to the table, it has some key limitations as a valid representation of the B-S-N interface. First, although the three systems are shown to share common space, each system is also portrayed as covering a substantial area unique unto itself. The intertwined view is thus logically questionable and does not call attention to systemic limits on economic and societal expansion inherent in a finite world. Second, because the systems are conceived as relatively equal spheres, the intertwined view does not convey either a natural or logical ordering to the business, societal, and natural value domains. In the absence of a value ordering, and in response to the dominant disparate view within management studies, a preponderance of research has sought to demonstrate

that socially and environmentally beneficial actions are commensurate with and beneficial to business. Such approaches, though aimed at promoting social and environmental welfare, may inadvertently reinforce the disparate view that business is most important. We draw on Holling's (1995) insight with regard to ecosystem collapse and renewal that "theories that do not match the problem can be at best delusions and at worst dangerous" (p. 19). Thus, while the intertwined view appears a better approximation of reality as compared to the disparate view, its failure to convey critical features in the relationship between business, society, and nature may deceptively hinder attempts to reach truly sustainable outcomes. It appears that there is need for a more robust understanding of the B-S-N interface in order to shift the status quo in both management theory and practice - one that will enable us to explore new questions of how we might address problems of global sustainability.

The Embedded View: A Reorganizing Perspective

The "deep green" depiction ... is a series of concentric circles.... This is not the dominant way of seeing the world in cultures where the economy appears to rule. But it is, arguably, the way things really are. (Gibson, 2001, p. 11)

A number of scholars working from a more decidedly ecological orientation have outlined an alternative to the disparate and intertwined conceptions of the B-S-N interface (Gibson, 2001; Porritt, 2006; Victor, 2008). This conception, which I refer to as the embedded view (Figure 1c), accepts the principal tenet of the intertwined view – that business, society, and nature are innately interrelated. However, the embedded view more fully frames the nature of this relationship in that business is seen to exist within society, and society within the broader natural environment; this represents a fundamental

reorganization of our understanding of the B-S-N interface. The business and societal systems are not seen to merely overlap, but rather the business sphere is completely enveloped within the societal sphere (Granovetter, 1985; Westley, 1995). In this conception, the business system, as with other systems of human creation (e.g. legal, moral, religious, etc.), is not considered a comparable equal to society or nature, but is rather a component nested within the larger societal system. Similarly, society is completely nested within the natural environment.

From a phenomenological standpoint the embedded view appears more descriptively accurate than either the disparate or intertwined views, although we recognize that no graphical portrayal can fully capture the relationship and dynamics between these complex systems and that even the embedded view has limitations in this regard (Lozano, 2008). For one, the typical rendering of three concentric circles connotes a much sharper distinction between systems than is actually the case (Victor, 2008). Similar to the problem faced by those attempting to define organizational boundaries (e.g. Pfeffer & Salancik, 1978), it is difficult if not impossible to determine where business ends and society begins, or likewise, where society ends and nature begins. When considering complex, open systems, our boundaries are drawn out of conceptual convenience, and are always somewhat arbitrary. The concentric circle depiction also fails to convey that business permeates society to directly interface with nature. I have opted to soften the lines between the systems while maintaining a hard line around nature. This hard line is meant to convey that the earth is finite and constituted with real physical limits (Brown, 2008). The multi-headed arrows indicate the complex nature of these nested systems and their interrelationships. It should also be recognized that the

central location of business within this model does not indicate that it is the most important, but rather that it is the most dependent (Victor, 2008). According to Gibson (2001), the implication of the embedded view “is that anything in the smaller circles that undermines the larger is weakening its own foundation” (p. 11).

To date the embedded view has had little representation in the management literature, though there are some notable exceptions. In their seminal article outlining the features of a *sustaincentric* paradigm for management studies, Gladwin et al. (1995) clearly acknowledge the systemic limits to economic growth and societal population expansion imposed by ecological boundaries. These authors also make an important distinction between *growth* and *development*, and define development as “widening or enlarging the range of people’s choices” (Gladwin et al., 1995, p. 878). Starik and Rands (1995) likewise offered a multilevel/multisystem model consistent with our embedded view in their effort to define the *ecologically sustainable organization*. O’Hara (1998), working from a somewhat different angle, considered how different ethical frameworks either contribute to or undermine sustainability, and concluded that only under an ethic of care (diagramed as three overlapping circles of economy, society, and ecology) are the “connections of human dependence on the sustaining functions of households, the subsistence sector, and ecosystems visible” (p. 57).

However, while these analyses are for the most part consistent with an embedded view, they have not focused specifically on the conceptual nature of this view or its implications. Further, in a number of efforts that have sought to re-think the disparate view, we see a conceptual conflation between the intertwined and embedded views (e.g. Stead & Stead, 2009), perhaps best illustrated in a recent article by Marcus and Fremeth

(2009). These authors present a diagram of sustainable development as three overlapping spheres, but state that the “cornerstone [of sustainable development] is a conception of interlocking environmental, social, and economic spheres, whose development should be harmonious” (Marcus & Fremeth, 2009, p. 18). There is need for greater clarification to highlight the distinctiveness of an embedded view and its implications for management scholarship.

The embedded view of business. From an embedded perspective, business is a sub-system fully encompassed within society, and thus it cannot be fully or even partially separated from society as implied by the disparate and intertwined views respectively. Instead, the embedded view recognizes that business is a wholly human creation – a social invention (Preston & Post, 1975) formed, enacted, and maintained by collective human purpose. Business does not stand outside society (Buchholz & Rosenthal, 1995), just as human society does not stand outside nature (Milbrath, 1989).

As a system of human creation invested with human purpose, business can play an important role in supporting the broader societal system within which it operates. Over the course of history, the business system has developed as an extremely efficient and productive mechanism helping to meet a wide variety of human needs and considerably advancing human well-being on many fronts (Barber, 2007; Brown, 2008). However, as a partial system, business is necessarily incapable of meeting the full range of human needs and cannot define in full societal welfare. As Milbrath (1989) has commented, “While markets are remarkably effective in pricing and distributing goods that can be privately owned ... they cannot provide for public goods.” (p. 25).

This inability to account for the totality of human needs implies that business can grow well beyond its healthy role as a contributor to societal well-being to the point of inflicting considerable societal harm and even undermining societal sustainability. The political scientist Benjamin Barber (2007) believes this is precisely the situation we are currently facing in what he describes as the “totalizing” effect of late consumer capitalism. He argues that the invasion of business into every aspect of private and public life has acted to undermine the essentials of democracy, and radically shifted the balance of influence over our collective well-being to the private domain. An embedded view recognizes that business can play a vital and pivotal role within a healthy and sustainable society. It also recognizes that it is a limited role, and that no amount of economic value creation at the organizational, national, and global levels is an adequate surrogate for societal well-being.

The embedded view of society. As compared to the disparate and intertwined views, the embedded view focuses more immediate attention on the societal realm and the broader objective of preserving and advancing societal welfare. Global society comprises the whole within which the entire human population and its vast array of activities, technologies, and institutions exist. Societal well-being thus depends on the healthy functioning of its various institutions but does not rely solely on any one institution, and it is inadequate to equate the performance of any one societal system with the broader welfare of society. Yet this is precisely how gross domestic product (GDP) – a measure of society’s economic productivity – is generally interpreted. Although GDP is widely accepted as a universal measure of societal progress, it fails to account for

critical aspects of the societal condition that cannot be economically quantified (Milbrath, 1989; Victor, 2008).

It is also apparent that societal welfare cannot be divorced from the well-being of the individuals who make up society. On this front there is considerable evidence that even in the most technologically advanced and materially wealthy regions of the world there have been significant shortcomings in advancing human well-being. Thus, while macro-economic indicators of societal progress have risen consistently over the last 50 years, so too have many negative social indicators including dramatically increased rates of mental disorder, depression, distrust, social disconnectedness, and crime (Diener & Seligman, 2004; Layard, 2005). It is also notable that the single-minded policy focus on economic growth, which has helped to create vast amounts of financial and material wealth, has been accompanied by virtually no change in general life-satisfaction and happiness (Layard, 2005; Victor, 2008). More concerning however are the global trends towards increased social unrest, terrorism, and war that are being exacerbated by food, water and energy insecurity, extreme poverty, and climate change (Brown, 2008; Dyer, 2008; Global Humanitarian Forum, 2009). An embedded view of the B-S-N interface helps bring to the fore these concerns that threaten to truly undermine societal stability, and which are considered outside the scope of analyses built on the disparate view. Further, and in contrast to an intertwined perspective that promotes a view of business, society, and nature as relatively equal domains, an embedded perspective suggests that societal interests supersede those of business, and that economic development that undermines societal well-being is inherently unsustainable (Gladwin, Kennelly, & Krause, 1995; Shrivastava, 1995b).

The embedded view of nature. The embedded view highlights the real physical limits within which business and society exist. Put simply, nested systems cannot grow beyond the limits of the systems within which they are nested. That there are natural limits to economic and societal expansion is not a particularly new theme (Daly, 1991; Kapp, 1963; Meadows, Meadows, Randers, & Behrens III, 1972; Milbrath, 1989; Mishan, 1993), and has long been a foundational premise within the field of ecological economics. For example, the concept of systemic limits can be seen to underlie Herman Daly's (1991; 1992) work on steady-state economics and the maximum physical size of the economy, as well as Kenneth Boulding's (1966) metaphorical notion of spaceship earth. Meadows et al. (1972) are somewhat more explicit in their treatment of the topic in their book *Limits to Growth*. Despite this considerable body of work in ecological economics, such analyses remain clearly outside the mainstream of economic and management scholarship, and even contrast sharply with the neo-classical economic orientation within the field of environmental economics (van den Bergh, 2001).

The distinction between environmental and ecological economics is noteworthy. The former is based on the premise that environmental problems are rooted in the "misworkings of the economic system" (Pearce & Barbier, 2000, p. xi), and attempts to address environmental challenges through the application of economic principles (e.g. putting a price on nature). Ecological economics, on the other hand, starts from the premise that the economy is a sub-system of society and nature, and is thus subject to the limitations of these larger systems. This latter view, which is relatively marginalized within the economic literature, is also not well reflected in the political and public domains (Victor, 2008). However, as we proceed into the twenty-first century, the once

theoretically assumed limitations in the earth's resource and absorptive capacity are increasingly being realized (Brown, 2008; Deffeyes, 2005; Intergovernmental Panel on Climate Change, 2007; Millennium Ecosystem Assessment, 2005; U.S. Climate Change Science Program, 2008).

It has been suggested that, with particular reference to the developed world, resource limits may not be of great concern since we have shifted in large part to a "knowledge economy" rooted in intellectual capital. While on a regional level such progressive optimism could be regarded as substantive, on the global level it is seen to be quite illusory. So-called knowledge economies are not freed from essential life-sustaining resources, but rather capitalize on the equivalent of a global shell game in which the resource-based portion of the economy becomes obscured. As Homer-Dixon (2006) suggests: "Our economies may have shifted to industries based more on ideas, but that's only because much of our resource-intensive manufacturing has moved beyond our horizon to countries like China and India that then export their wares back to us" (p. 203). On the whole, an embedded view indicates that business can be decoupled from nature only if humans transcend their basic needs for food, water, and shelter. An embedded view makes salient the need to take nature's resource limitations and human impacts that act to degrade natural resource capacity much more seriously, even if our primary concern is to maintain business system integrity.

Relevant value domains. Perhaps the most important implication of the embedded view has to do with the relative weighting or importance afforded each of the three value domains of business, society, and nature. From an embedded perspective, the relative value of these systems can be ordered according to logic of *existential*

dependency. By existential dependency we simply mean that one system is dependent on another for its survival. This can also be considered a logic of sustainability where sustainability is defined as the “*capacity for continuance into the long-term future*” (Porritt, 2006, p. 21, emphasis in original). As Victor (2008) has commented, “Nature can get on very well without humans. It did once and will likely do again, but as humans we have an interest in staying around, which means attending to our dependence on nature and doing so through the kinds of society and economy we create” (p. 36).

An embedded perspective helps to establish a values hierarchy, where nature can be regarded as the most important domain followed by society and then business (cf. Milbrath, 1989). Placing the highest importance on nature is not equivalent to an eco-centric orientation wherein the earth and biosphere are granted exclusive supremacy and human society and business are completely discounted (cf. Gladwin et al., 1995). Rather, the embedded view recognizes inherent – though not equivalent – value in all three systems. Our graphical depiction is an attempt to overlay a natural and logical ordering highlighting the graduated dependency and inseparability of business, society, and nature. As compared to the disparate and intertwined views, the embedded conception is more explicit in prioritizing the natural and societal systems over the business system.

Relational principle. History reveals that business, society, and nature are not mutually dependent as implied by the intertwined view. Nature existed and thrived for many millennia before the appearance of human civilization (Milbrath, 1989), and it is clear that both society and economy are entirely dependent on nature (Victor, 2008). The relational principle of dependence is thus seen to more accurately depict the B-S-N

interface, and implies a logical value ordering from which appropriate solutions to the many systemic problems before us may be more adequately formulated.

Implications of the Embedded View: Moving Beyond the Responsibility and Financial Performance Themes

The embedded view has a number of implications for management research, and most immediately, pushes a move beyond two thematic debates that seem to characterize the social and environmental management literatures. The first concerns the contestable – and long contested – notion of responsibility, and the second the dominant empirical focus on predicting firm level financial performance.

With respect to what is likely the most prominent theme in the social issues literature, Ian Davis recently wrote:

The great, long-running debate about business's role in society is currently caught between two contrasting, and tired, ideological positions. On one side of the debate are those who argue that, to borrow Milton Friedman's phrase, "the business of business is business." ... On the other side are the proponents of corporate social responsibility, a rapidly growing, rather fuzzy movement encompassing companies that claim that they already practice the principles of CSR and skeptical advocacy groups arguing that they must go further in mitigating their social impact (2005, p. 105).

The ideological gulf separating the economic and social camps does not seem to have diminished in the thirty-plus years since the CSR concept first entered the management literature. More importantly, focusing on responsibility may actually have a negative effect on producing the types of activities in which social issues scholars wish

corporations to engage. Responsibility connotes an external pressure on the corporation and its members to behave in a certain way. Behavioural theorists posit that external motivators are far less motivating (in terms of duration and intensity) than intrinsic motivators (those that are valued for their own sake), and may even act to undermine intrinsic motivation (Deci, Koestner, & Ryan, 1999). If managers perceive social responsiveness as an external pressure or demand, they may be resistant and even defensive to socially responsible practices. Something that was initially intrinsic - being responsible - may become extrinsic due to a perceived pressure to be responsible. Early on it was recognized that an undue emphasis on 'responsibility' would limit B&S scholarship even as the CSR term was gaining uptake in the mainstream management literature (see Carroll, 1979: 498). Given the likely irresolvable nature of this ideological stalemate and the very real challenges we are facing across the B-S-N interface, it seems advisable to move beyond a focal emphasis on CSR, to consider the societal ends we hope to achieve and the corporate actions that help to achieve those ends.

The second, closely related theme has to do with the empirical relationship between CSP and corporate financial performance (CFP), and what is often referred to as the *business case for CSR/sustainability*. Apparently, evidence of such a relationship would both substantiate the importance of social and environmental issues within business scholarship, and also indicate that corporate managers should lend greater attention to these issues. There have been a great deal of studies aiming to demonstrate that a firm's social performance (defined in terms of social and/or environmental metrics) is positively related to its financial performance (Griffin & Mahon, 1997; Orlitzky et al., 2003; e.g. Waddock & Graves, 1997), and according to Margolis and Walsh (2003),

empirical research in the social and environmental management fields is dominated by this quest. Notably, of the 127 studies they review, 85.8% treat CFP as a criterion variable, and only 17.3% treat CSP as a criterion variable. It appears that the principal focus in empirical B&S research is with predicting profitability at the organizational level. Consistent with the polarized nature of the CSR debate, there have also been a number of studies aiming to refute that CSP positively impacts CFP, and numerous theoretical and methodological flaws have been cited in this research (Margolis & Walsh, 2001; McWilliams & Siegel, 2000). The most recent comprehensive reviews and meta-analytic evidence suggest there is a small to moderate positive relationship between CSP and CFP (Margolis, Elfenbein, & Walsh, 2007; Orlitzky et al., 2003).

Although the preponderance of business case research appears aimed at promoting better social and environmental outcomes, by choosing traditional metrics of business performance as a predominant outcome variable, B&S and ONE scholars may have unwittingly reinforced the values-bias of the disparate view; that is, that financial outcomes are of greatest importance. Arguments that justify corporate actions in relation to their profit implications ultimately reduce to a strict economic rationale, and call into question the value of concepts such as CSR (see Jones, 1996). In contrast, the embedded view implies that all corporate outputs impact society and are subsequently measures of social (or more accurately, societal) performance. This includes economic metrics, which can be seen as a partial indicator of the total societal value produced by an organization. From an embedded perspective financial outcomes are not deemed the ultimate goal, but rather a necessary requirement to sustain organizational life. Financial performance is valued insofar as it, and the means through which it is generated, contribute positively to

society. The perspective shifts from the predominant organizational-level focus within management studies, to a broader societal-level focus.

The following three chapters describe a comprehensive study I undertook that builds from the embedded view. Moving beyond the responsibility and financial performance debates, this research focuses more directly on corporate actions relative to their societal impacts, and in contrast to the common dyadic focus on business-society or business-environment relationships within the social and environmental issues literatures, I comprehensively assess the economic, social, and environmental domains. Because corporate actions will play an important role in our ability to address the challenges outlined at the beginning of this chapter, the specific aim of this research was to understanding how values held at the individual level relate to the propensity to adopt, support, or engage in corporate actions that either benefit or harm society.

Chapter Three: Corporate Actions Propensity: Scale Development and Validation at the Business-Society-Nature Interface

It is well recognized that the outcomes associated with corporate actions will play an enormous role in either exacerbating or alleviating the social and environmental challenges currently facing global society. With alarming evidence as to the state of climate change and its current and projected human impacts (Global Humanitarian Forum, 2009; Intergovernmental Panel on Climate Change, 2007; Millennium Ecosystem Assessment, 2005), and widespread evidence of mounting social ills around the world (Brown, 2008), it is increasingly urgent to engender corporate actions that help to build a sustainable society across the economic, social, and environmental spheres. Because corporate actions derive from the aggregated behaviours of individual organizational members, it is also apparent that a sustainable future is necessarily dependent on behaviours and actions at the individual level.

But which corporate actions help to build a sustainable society, and how can broad corporate actions be linked to and measured at the individual level? Although corporate actions and outcomes have been defined as the crux of corporate social performance (Wood, 1991a), there has been relatively little theoretical or empirical work specifically focused on corporate actions. Up to this point comprehensive measures of corporate action for empirical purposes have most often been drawn from social ratings indices such as the KLD, the Dow Jones Sustainability Index, and FTSE4Good. While these measures take an important step in moving beyond simple measures of firm

financial performance, they are not necessarily well-grounded theoretically, nor do they relate immediately to behaviour and actions at the individual level. The purpose of this research therefore was to develop a comprehensive, theoretically grounded and psychometrically sound measure that links individual behavior to corporate actions. The resulting measure of corporate actions propensity was produced through a multi-step, iterative scale-development exercise, and is particularly suitable for behavioural research that examines phenomena at the interface of business, society, and nature.

This chapter continues as follows. I begin with an overview of research examining a broad array of corporate actions, and build from this review to outline a theoretical classification of corporate actions as they relate to societal impacts across the economic, social, and environmental domains. Working from this theoretical classification scheme I detail the multi-step process used to develop and validate a measure of corporate actions propensity. Finally, I report the results of the validation effort, and conclude with a discussion of limitations and future research.

Corporate Actions

In a recent article, Campbell (2007) shifted from a focus on the CSP-CFP dichotomy and corporate social responsibility per se, to a focus on corporate behaviour and the threshold between responsible and irresponsible behaviour. The analysis here builds from a similar foundation, and develops Campbell's notion of a behavioural continuum. Whereas previous work has often used particularized ideas regarding the role of the firm in society as a starting point (Margolis & Walsh, 2003, p. 281), the basic assumptions here are more descriptive in nature. That is, rather than posit that a firm's fundamental purpose is to maximize profit (Conner, 1991) or alternatively to enhance

social welfare (see Walsh, Weber, & Margolis, 2003), I start with the observed reality that organizations exist within a societal context and that their actions have numerous societal effects. Through the aggregated behaviours of their individual members, corporations are capable of engaging an extremely wide array of actions (Campbell, 2007), and these actions have both negative and positive effects on society. It is also apparent that the effects of corporate action on society are not uni-dimensional (i.e. strictly economic), but play out across a number of societal domains.

Research Related to Corporate Actions

Moving beyond traditional uni-metric evaluations of firm financial performance is a hallmark of empirical research in the areas of B&S and ONE. So-called triple-bottom-line measures of corporate performance are now common both in the scholarly and practitioner realms. These broader measures of corporate social performance take into account not only firms' financial outcomes, but also firm activities as they relate to social and environmental impacts of consequence to society. A plethora of terms exist in the literature to refer to both actions that benefit society and those that may cause societal harm. On the positive side terms such as socially responsible practice (Randel, 2002), ethical behaviour (Weaver, Trevino, & Cochran, 1999), corporate social activity (Lerner & Fryxell, 1994), and environmentally responsible behaviour (Cetindamar & Husoy, 2007) have been employed. On the negative side, researchers have referred to organizational misbehaviour (Mathews, 1987), unpopular corporate behaviour (Davidson III, Worrell, & El-Jelly, 1995), illegal corporate behavior (Baucus & Baucus, 1997), and environmentally destructive behaviour (Bazerman & Hoffman, 1999).

Research into the nature and societal implications of corporate action has been surprisingly sparse and non-cumulative. As shown in Table 2, associated terminology and definitions range widely, as do operationalizations of key variables, and although researchers have addressed actions with both positive and negative impacts, these are rarely assessed together in the same study. Furthermore, a vast number of metrics have been used to operationalize these constructs including community involvement, employee health and training, philanthropic activities, product safety and environmental impact, environmental management practices, and reporting policies to name only a few. Aggregate measures of corporate social performance have been based on strictly social metrics, strictly environmental metrics, or some combination of the two. In many, if not most cases authors have failed to provide clear definitions of their central constructs, and with so many terms and operationalizations at play it is difficult to see a cumulative line of research the area of corporate actions.

A Theoretical Classification of Corporate Actions

Although corporate actions research to-date has a rather sporadic quality, there is sufficient consistency in the body of research as a whole from which to derive a theoretical classification of corporate actions. Firstly, it is apparent that corporate actions are not uni-dimensional, but rather have implications across a number of domains. Specifically, three domains of corporate action and impact can be identified including economic, social, and environmental. *Economic actions* relate directly to firms' financial outcomes; *social actions* are those that impact individual and collective human well-being both within and outside the firm; and *environmental actions* have implications for the bio-physical natural realm and non-human species. At the firm level, this

Table 2: Extant Research on Corporate Actions

Source	Term(s)	Explicit Definition	Definition and/or Indicators (Examples or Operationalization)	
			Terms With a Positive Connotation	
(Buehler & Shetty, 1974)	Corporate social action	No	<p><i>Urban or community affairs</i>: Includes providing equal employment opportunities; training and employment of minorities and the disadvantaged; fostering economic development of urban areas including minority owned businesses; promoting physical development of housing, transportation, schools and medical facilities; supporting the arts and cultural improvements.</p> <p><i>Consumer affairs</i>: Includes providing safe, reliable products and services that perform as advertised and that are serviced promptly; providing adequate information on goods and services to enable consumers to make comparisons before purchase.</p> <p><i>Environmental affairs</i>: Includes protecting against and reducing environmental pollution caused</p>	
(Ford & McLaughlin, 1984)	Socially responsible activities	No	<p>Higher education; ethical practice codes; minority hiring and training; charitable and philanthropic; pollution control; quality of work life program; building and ground beautification; environmental protection laws; community renewal and revitalization; arts and cultural; handicap hiring and training; minority business; political action committee; consumer protection laws; executive loan to governments</p>	
(Wokutch & McKinney, 1991: 315)	Socially responsible actions	No		

Table 2 (Continued)

Source	Term(s)	Explicit Definition	Definition and/or Indicators (Examples or Operationalization)
(Lerner & Fryxell, 1994)	Corporate social activity	No	Firm quality and service; philanthropic activity; return on equity; firm political action committee activity; human resource programs
(Getz, 1997)	Corporate political action	Yes	Any deliberate firm action intended to influence governmental policy or process (32)
(Weaver, Trevino, & Cochran, 1999)	Socially responsible processes; ethical behavior; proper behavior; good behavior; acceptable behavior; responsible corporate behavior; socially responsible behavior; socially responsible corporate behavior;	No	Ethics programs
(Randel, 2002)	Socially responsible practice	Yes	A socially responsible practice consists of repeated activity that encourages social responsibility on behalf of an organization. In terms of the distinction made by Wood (1991), these actions are processes (or operations) rather than policies (or programs)...Socially responsible practices occur when they continue to be enacted, allowing for adjustments necessary for effectiveness or efficiency in providing for the original socially responsible end (64)

Table 2 (Continued)

Source	Term(s)	Explicit Definition		Definition and/or Indicators (Examples or Operationalization)
		Definition	No	
(Tencati, Perrini, & Pogutz, 2004)	Corporate socially responsible behavior	No		Training activities; safeguarding employees' health; initiatives in favor of the local community; support of cultural activities; control of product safety and environmental impact (181)
(Mattingly et al., 2006)	Corporate social action	No		Six measures taken from the KLD Social Ratings dataset, including: local communities, diversity, treatment of employees, the natural environment, product safety and quality, and corporate governance
(Griffin & Weber, 2006)	Corporate social responsibility activities/practices	No		Operationalized in terms of community and employee stakeholder activities: philanthropic activity; social reporting; business-related programs; social-related programs; employee volunteerism; match gifts by employees; foundation; worker safety and health; benefits & compensation; training
(Graafland, Kaptein, & Mazereeuw, 2007)	Socially responsible business conduct	Yes		We use <i>socially responsible business conduct</i> (SRBC) in this article as an overarching concept for the study of business-society relationships that can be applied to both the individual and organizational levels (365)
(Marquis et al., 2007)	Corporate social action	Yes		Behaviours and practices that extend beyond immediate profit maximization goals and are intended to increase social benefits or mitigate social problems for constituencies external to the firm...the arts, housing, human welfare, poverty, disease, wellness, and general improvement in the quality of life (926)

Table 2 (Continued)

Source	Term(s)	Explicit Definition	Definition and/or Indicators (Examples or Operationalization)
(Cetindamar & Husoy, 2007)	Environmentally responsible behavior	No	UN Global Compact principles #7-9: <ul style="list-style-type: none"> • Principle 7: Businesses should support a precautionary approach to environmental challenges. • Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility. • Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
(Campbell, 2007)	Socially responsible corporate behavior	Yes	<ol style="list-style-type: none"> 1. Not knowingly do anything that could harm stakeholders — notably, investors, employees, customers, suppliers, or the local community 2. If corporations do cause harm to their stakeholders, they must then rectify it whenever the harm is discovered and brought to their attention.
(Aguilera et al., 2007: 848)	Responsible corporate behavior	No	
Terms With a Negative Connotation			
(Mathews, 1987)	Organizational misbehavior	No	Illegal activities from records of four US federal regulatory agencies
(Miller & Sturdivant, 1977)	Socially questionable corporate behavior	No	Defensive reaction to cases of work-related illness resulting in a “violent and poorly handled business-community dispute” (2)

Table 2 (Continued)

Source	Term(s)	Explicit		Definition and/or Indicators (Examples or Operationalization)
		Definition		
(Davidson III, Worrell, & El-Jelly, 1995)	Unpopular corporate behavior	Yes		Any act or decision (or in some cases, the lack of an act or decision) that the stakeholders see as unacceptable or remiss. This may include acts or decisions that are considered socially irresponsible or ethically questionable. (173)
(Frooman, 1997)	Socially irresponsible and illegal behavior	No		<p><i>CSR event:</i> An action by a firm, which the firm chooses to take, that substantially affects and identifiable social stakeholder's welfare (227)</p> <p><i>Socially irresponsible and illegal behavior:</i> Actions where welfare is affected negatively (231)</p> <p><i>Examples:</i> violations of anti-trust laws, government mandated recalls, criminal misconduct, pollution of the natural environment, violation of government standards</p>
(Baucus & Baucus, 1997)	Illegal corporate behavior	Yes		Unlawful activities of members or agents of a firm, engaged in primarily for the firm's benefit...both intentionally and unintentionally illegal acts (129)
(Bazerman & Hoffman, 1999)	Environmentally destructive behavior			

classification is consistent with a triple-bottom-line approach to measuring corporate performance (Elkington, 1998). However, in the context of this research these action domains are conceptualized at the societal level and correspond to the societal outcomes or impact engendered by different forms of corporate action.

It is also apparent that actions within each domain can have either a positive or negative impact on society, and Mattingly and Berman (2006) have used the KLD database to validate positive and negative corporate actions as distinct constructs. Distinguishing between positive and negative corporate actions is consistent with Campbell's (2007) notion of a threshold between socially responsible and socially irresponsible behaviour. However, whereas Campbell suggested a behavioural continuum "ranging from minimally responsible behaviour...to increasingly responsible behaviours" (Campbell, 2007: 10), the continuum here is more comprehensive and encapsulates both the beneficial and detrimental aspects of corporate action. In this research I adopt terminology from the KLD indices, and refer to actions that positively or negatively impact society as strength and concern actions respectively. The KLD has been used extensively in B&S research (e.g. Hillman & Keim, 2001; Mattingly & Berman, 2006; Waddock & Graves, 1997), and is one of the few existing frameworks that encapsulates both the positive and negative aspects of corporate activity. *Strength actions* are corporate actions associated with a positive societal impact, and which help build a stronger, more sustainable society. In contrast, *concern actions* are those that have the potential for, or result in, real societal harm. Crossing the domains of societal impact with the positive/negative valance results in six-type classification of corporate actions consisting of: (1) Economic-Strength; (2) Economic-Concern; (3) Social-

Strength; (4) Social-Concern; (5) Environmental-Strength, and; (6) Environmental-Concern.

Societal standards and objectives. At face value the definitions of strength and concern actions seem straightforward enough. However, on closer examination two difficulties present themselves. First is the difficulty in achieving agreement on what societal standards and objectives are in fact desirable. Democratic processes inevitably reveal that groups of individuals rarely share a unified conception as to desired societal objectives or the appropriate path to their attainment. Is it possible then, to specify a set of generally accepted societal standards and objectives? Notably, the problem of unanimity is confronted at any aggregate level of analysis, yet we often speak in terms of team goals or organizational goals, recognizing that such goals are not often shared equally by individual members or groups within the team or organization. Likewise, generally accepted is not taken here to mean that a universal consensus or unanimity is achieved, but rather refers to a significant degree of popular agreement with respect to societal aims.

As guidance in this respect, it is possible to refer to high-level principles such as those defined within the United Nations Global Compact (UNGC), or in frameworks for sustainability assessment (Gibson, 2001). The UNGC - a voluntary initiative bringing together corporations, academic institutions, and non-governmental organizations - asks companies to embrace and enact ten principles organized under the four content areas of human rights, labour standards, environment, and anti-corruption. The ten principles are based on The Universal Declaration of Human Rights, The International Labour Organization's Declaration of Fundamental Principles and Rights at Work, The Rio

Declaration on Environment and Development, and The United Nations Convention Against Corruption, and thus represent a high degree of consensus on societal standards and objectives at the global level.

Gibson (2001) has outlined a similar set of principles in the context of sustainability assessment. These principles include integrity, sufficiency and opportunity, equity, efficiency, democracy and civility, precaution, and immediate and long-term integration. Both of these frameworks (Table 4) are based on widely held societal values and help to shape our understanding of the actions that can be considered a societal strength or a societal concern.

Multiple societal impacts. The second difficulty stems from the fact that corporate actions can have both positive and negative societal effects. For example, Ontario Power Generation's plan to move away from coal-fired electric plants that are amongst the highest single source emitters of air pollutants in North America (Pollution Watch, 2008), will necessarily mean the loss of hundreds of jobs in the short-term, and will have a marked impact on the local communities in which those plants currently operate. Similarly, overly-zealous philanthropic donations designed to address social ills, could potentially have a negative impact on the financial welfare of firm shareholders (Waldman & Siegel, 2008).

These examples demonstrate the inherent tradeoffs between economic, social, and environmental factors that permeate business decision making and practice. In the current research I do not attempt to account for the multiplicity of impacts that stem from a given corporate action. Rather, strength and concern actions are classified with respect to a particular societal domain and a given societal standard or objective. For example,

an action that results in environmental degradation is considered an environmental concern irrespective of the economic or social implications of that same action.

Moreover, the determination of what constitutes a societal strength or concern in this research is based primarily on the widely accepted KLD framework. The actions specified as strengths and concerns within the KLD are generally consistent with a number of other social performance ratings metrics, such as the Dow Jones Sustainability Index and FTSE4Good, as well as with broader statements of principle, such as the UNGC.

Corporate Actions Propensity

B&S and ONE research related to corporate actions has most often been conducted at the organizational level of analysis. This is to be expected because corporate actions are an organizational level construct. However, if corporate actions are going to work for the benefit of society, it is necessary for individuals within the organization to engage in behaviours and actions that cumulate to produce corporate strength actions. More generally, our ability to address the social and environmental challenges of our day is highly dependent on engendering appropriate behaviours and actions at the individual level. Despite the apparent importance of understanding and motivating societally beneficial behaviours within corporations, behavioural researchers working in the context of B-S-N are currently limited by the lack of a comprehensive behavioural measure that reflects the societal domains outlined above, and which can be employed at the individual level. The purpose of this research was therefore to develop such a measure. However, because any individual has only limited exposure to the full possible set of corporate actions within and between organizations, a direct measure of

corporate actions involvement would be highly restrictive. Subsequently, the approach taken here was to develop a measure based on the construct of *corporate actions propensity*, defined as the propensity to engage in, support, or endorse a given type of corporate action. Measuring behavioural propensity rather than observable behaviour is preferable as it allows for sampling of a broad array of actions across the different theoretical domains, and is not dependent on the limitations of an individual's personal experience.

But what exactly is a behavioural propensity, and how does it relate to other psycho-behavioural constructs? Though less familiar than the concepts of beliefs, attitudes, and intentions, which form the core of Ajzen and Fishbein's (1980) influential theory of reasoned action, the concept of behavioural propensity has been employed within a number of organizational research domains. Examples include conceptual analyses incorporating the constructs of risk propensity (Sitkin & Weingart, 1995) and propensity to withhold effort (Kidwell Jr. & Bennett, 1993), as well as empirical operationalizations of propensity to trust (Van Dyne, Vandewalle, Kostava, Latham, & Cummings, 2000) and propensity to engage in unethical behaviour (Chen & Tang, 2006). However, researchers aiming to predict specific behaviours have most often focused on behavioural intentions, which according to the theory of reasoned action (Ajzen & Fishbein, 1980) and its developed form, the theory of planned behaviour (Ajzen, 1985), is the psychological construct most proximal to observable behaviour.

Despite the widespread use of intentions as a predictor of and proxy for behaviour across a wide range of human activity, Davis and Warshaw (1992) have shown that in many cases purported measures of behavioural intent actually measure behavioural

expectancy, which they define as “the individual’s perceived likelihood that he or she will perform an act” (p. 392). This conflation occurs because with many intention scales, including those originally employed by Ajzen and Fishbein (1980), respondents are asked to rate the likelihood that they will engage in a particular behaviour across a probabilistic range as opposed to whether they directly intend to carry out that behaviour (Sheppard, Hartwick, & Warshaw, 1988). Warshaw and Davis (1985) further argue that expectancy is a better overall predictor of behaviour, because unlike intentions, expectancies can take into account mindless or habitual (i.e., unreasoned) behaviours, self-knowledge and knowledge of one’s past behaviour, and foreseeable circumstantial factors or personal limitations that may impede carrying out a particular action.

Like behavioural expectancy, behavioural propensity reflects a person’s belief about the likelihood they would perform a particular behaviour, but is more flexible in that it can also apply to situations that a person does not consciously foresee being in. In many cases, expectancies about future behaviour may not form simply because the individual does not necessarily expect to be in a situation where that behaviour is relevant. Similarly, individuals may not expect to engage in many corporate actions simply because those actions are not relevant within the organization or industry they work in or expect to work in.

However, people can still estimate how they would likely behave in a particular situation even when they do not have foresight or expectation of being in that situation. For example, I do not expect to enter my burning house to rescue my children because I do not expect my house to burn. But if my house were to burn, I believe I would very likely enter the house to rescue my children. Thus, while I have no expectation of

entering a burning house, my propensity to enter the house in the given circumstance is very high. Behavioural propensity then can be defined as a person's perceived likelihood of performing a behaviour assuming they were in a situation where that behaviour was relevant. For the purposes of developing a measure that links individual behaviour to corporate actions across the economic, social, and environmental domains, propensity is a robust construct that allows for meaningful sampling across a broad range of corporate actions.

Methods and Results

Overview

To assess the construct validity of the corporate actions classification scheme outlined above and develop a psychometrically sound measure of corporate actions propensity, I conducted a multi-step iterative scale development exercise following the procedures outlined by Hinkin (1998). This process consisted of first generating multiple items to reflect each of the six theoretical dimensions of corporate actions. Next I assessed the content validity of the initial items based on two forms of content ratings provided by graduate student judges. Based on the content assessment, scale items were further refined and the resulting questionnaire was administered to a group of undergraduate business students in an on-line format. I then assessed the factor structure and internal consistency of the measures, and scale items were again refined as necessary. Finally, the refined survey was submitted in pen-and-paper format to an independent sample of students across a number of disciplines as part of the hypothesis testing study detailed in Chapter 5. Data were once again assessed in relation to the underlying theoretical framework, and were found to conform to the hypothesized factor structure

and to be psychometrically reliable. Each of these steps is outlined in greater detail below.

Step 1 - Item Generation

The goal of item generation is to develop a sample of items that adequately represents the sampling domain for each construct, recognizing that it is not possible or practical to measure the entire domain of interest (Hinkin, 1998). Because a theoretical foundation underlies this scale development exercise, items were generated deductively to correspond to the construct definitions of each of the six corporate actions types (Hinkin, 1998). To begin, a number of items were adapted from the KLD 2007 Environmental, Social and Governance Ratings Criteria. As noted above, the KLD has been widely used as a comprehensive measure of corporate performance (Hillman & Keim, 2001; Waddock & Graves, 1997), has been validated in terms of corporate social action as opposed to corporate performance (Mattingly et al., 2006), and incorporates items with both positive and negative valences.

However, because the KLD is a practitioner framework designed to provide organizational-level performance ratings, it was necessary to adapt items to measure behavioural propensity, and to align items with the theoretical constructs identified here. To measure an individual's behavioural propensity as opposed to a company's performance, items were framed in terms of the individual's participation in a given corporate action. For example, the KLD item: "The company has strong health and safety programs" was adapted to: "I would endorse the implementation of strong health and safety programs at my company." Whereas ratings criteria are organized under the categories of environmental, social, and governance within the KLD, items were aligned

according to the economic, social, and environmental classification outlined above. KLD items that did not fit within the hypothesized theoretical framework and items that pertain to the basic nature of a company or its products as opposed to a corporate action were not included.

KLD-derived items were further supplemented with non-similar items from other social ratings metrics including the Dow Jones Sustainability Index, EIRIS, and FTSE4Good, and also the principles outlined in the UNGC. Original items were developed as needed to ensure sufficient sampling of the theoretical domains. Because both the social ratings indices and the statements of principles surveyed contain relatively few items related to the economic domain, presumably because such criteria are well captured within traditional market indices, it was especially necessary to develop new items for the economic-strength and economic-concern constructs. Finally, all items were cross-checked against the UNGC and Gibson (2001) statements of principles to provide guidance for categorizing actions as either a societal strength or societal concern. Initial item generation resulted in a total of 58 items with initial scales containing between eight and 16 items. The initial list of items is provided in Appendix A.

Step 2 - Content Validation

Following initial item generation I had six graduate students completing Ph.D. degrees in Management analyze the content adequacy of the items using two different methods, both designed to assess the correspondence between the individual items and the theoretical definitions provided for each of the six constructs. The first procedure consisted of content rating, and judges were asked to rate the extent to which each item corresponded with each of the six definitions. The second procedure consisted of item

categorization, and judges were asked to classify each of the items according to the six actions domains.

Although it is common and even recommended to use samples of undergraduate student judges for content validation ratings (Anderson & Gerbing, 1991; Schriesheim, Powers, Scandura, Gardiner, & Lankau, 1993), I chose to use graduate students for two reasons. First, graduate students receive formal training in methodological and statistical procedures, and are generally more familiar with the concept of content validation than are undergraduate students. Subsequently, graduate students are less likely to be confused about the purpose and procedures involved in content assessment. Second, because graduate students are invested in their own research projects and recognize the importance of data accuracy, they may take greater care in their responses as compared to undergraduate students who have little investment in research activities. However, to avoid the potential for ratings to be affected by the learned perceptual biases of experts in the field, I intentionally used graduate students whose research focus was outside the domains of B&S and ONE studies.

Content ratings. Following the Q-method content assessment procedure outlined by Schriesheim, Powers, Scandura, Gardiner, and Lankau (1993), I employed a panel of judges to obtain ratings of how well each item corresponded to each of the six construct definitions. Judges were provided with a content ratings questionnaire that included a description of the purpose of the ratings procedure, explicit definitions for each construct, detailed instructions on how to complete the ratings, and rating forms (Appendix B). Specifically, judges were asked to rate the extent to which each statement reflected the construct definitions provided on a 5-point scale with the following descriptors suggested

by Schriesheim et al.: 1 = None, or hardly at all; 2 = Some; 3 = Moderately, or about half; 4 = Much; 5 = Completely, or almost completely. All items were randomly ordered, and to minimize rater fatigue judges read each item only once, after which they rated the degree of correspondence to each of the six constructs.

After averaging the ratings across judges for each dimension-item pairing, I performed a Q-factor analysis to assess similarities in the judges' ratings. Following Schriesheim et al. (1993) a principal components analysis with varimax rotation resulted in five extracted factors (Table 3). In Q-factor analyses factor loadings reflect similarities in the judges' ratings, with higher positive loading indicating stronger agreement amongst the judges. Items with high positive loadings on a given factor and without substantial cross loadings are interpreted as sufficiently measuring the underlying construct (Schriesheim et al., 1993). Empirical factors were identified based on the pattern of loadings, and of the 58 items 47 loaded on the expected factor and 11 items either loaded on a non-hypothesized factor or had substantial cross-loading. Notably, the hypothesized economic-concern factor did not emerge from the data, indicating either a problem with the conceptual domain or with the items meant to sample it.

Item categorization. As a second measure of content validity, which Anderson and Gerbing (1991) define more specifically as substantive validity, the same panel of graduate student judges performed an item categorization procedure in which they were simply asked to indicate which type of corporate actions propensity each item referred to. After reading each item, judges used checkboxes to indicate the definition or definitions they thought the item corresponded with. Judges could check as many of the propensity

Table 3: *Q-Factor Analysis^a of Judges Content Ratings*

Item and Hypothesized Dimension		Empirical Factors				
		1 Soc-Str	2 Env-Str	3 Soc-Con	4 Env-Con	5 Eco-Str
1.	Env-Str	-.186	.902	-.246	-.284	-.103
2.	Eco-Con	-.548	-.758	.102	.121	-.316
3.	Soc-Str	.947	.055	-.215	-.223	-.071
4.	Env-Con	-.303	-.288	.011	.906	-.064
5.	Soc-Con	-.287	-.300	.886	.188	-.082
6.	Eco-Con	-.440	-.708	-.090	-.516	-.175
7.	Env-Con	-.242	-.205	-.101	.942	-.034
8.	Env-Str	-.391	.763	-.367	.187	-.309
9.	Soc-Str	.957	-.023	-.191	-.195	-.098
10.	Env-Con	-.273	-.243	.014	.928	-.071
11.	Env-Str	-.135	.905	-.246	-.281	-.150
12.	Env-Con	-.280	-.046	-.065	.937	-.194
13.	Soc-Con	-.276	-.238	.551	.737	-.147
14.	Soc-Con	-.154	-.130	.979	-.024	.024
15.	Soc-Con	-.320	-.251	.893	-.137	-.135
16.	Eco-Con	-.362	-.604	-.357	-.595	.150
17.	Env-Con	-.215	-.234	-.074	.939	-.108
18.	Eco-Str	-.188	-.220	-.145	-.221	.920
19.	Eco-Con	-.297	-.386	.811	-.128	-.297
20.	Soc-Str	.990	-.004	-.114	-.078	.010
21.	Soc-Con	-.220	-.341	.911	-.011	-.074
22.	Env-Str	.068	.881	-.284	-.321	-.189
23.	Env-Str	-.154	.927	-.196	-.210	-.187
24.	Soc-Str	.981	.017	.046	-.165	-.088
25.	Eco-Str	.027	-.163	.000	-.167	.972
26.	Soc-Str	.964	-.098	-.171	-.172	-.055
27.	Soc-Str	.990	-.005	-.116	-.080	.022
28.	Eco-Str	.141	-.109	-.111	-.132	.969
29.	Env-Str	-.194	.881	-.257	-.304	-.165

^a Principal components analysis with varimax rotation

Table 3 (Continued)

Item and Hypothesized Dimension		Empirical Factors				
		1 Soc-Str	2 Env-Str	3 Soc-Con	4 Env-Con	5 Eco-Str
31.	Soc-Str	.988	-.008	-.118	-.083	.047
32.	Soc-Str	.496	.756	-.271	-.277	-.180
33.	Env-Str	-.230	.875	-.348	-.135	-.207
34.	Soc-Str	.991	-.002	-.113	-.076	-.008
35.	Soc-Con	-.268	-.327	.880	-.216	-.006
36.	Eco-Con	-.182	-.156	.951	.159	-.114
37.	Env-Str	-.214	.881	-.264	-.310	.112
38.	Eco-Con	-.375	-.563	.522	-.469	-.223
39.	Soc-Con	-.280	-.259	.897	-.030	-.220
40.	Soc-Str	.970	-.026	-.171	-.162	.059
41.	Env-Con	-.299	-.201	-.001	.928	-.091
42.	Soc-Str	.963	.030	-.190	-.186	.015
43.	Soc-Str	.968	-.028	-.175	-.167	.067
44.	Soc-Str	.970	-.023	-.173	-.166	.018
45.	Eco-Str	-.071	-.326	-.039	-.168	.927
46.	Env-Str	.007	.905	-.263	-.294	-.162
47.	Soc-Con	-.202	-.191	.947	.110	-.115
48.	Env-Con	-.280	-.280	-.132	.892	-.177
49.	Eco-Str	.707	-.245	-.252	-.310	.530
50.	Eco-Str	.020	.018	-.101	-.116	.988
51.	Eco-Con	-.399	-.572	.501	-.132	-.495
52.	Soc-Con	.147	-.060	.953	-.232	.115
53.	Soc-Str	.966	-.007	-.156	-.136	.154
54.	Soc-Str	.974	-.021	-.162	-.149	.039
55.	Eco-Con	-.421	-.672	.029	-.306	-.527
56.	Env-Con	-.201	-.172	-.191	.927	-.183
57.	Soc-Str	.972	-.022	-.128	-.097	.173
58.	Env-Str	-.100	.938	-.215	-.229	-.111

types as they thought applied, and were also provided a “None of the above” option to indicate that an item did not fit any of the definitions. As with the content ratings task, the item categorization questionnaire included a description of the purpose of the categorization procedure, explicit definitions for each construct, detailed instructions on how to complete the ratings, and rating forms (Appendix C).

Item categorization data was used to calculate both the proportion of substantive validity (p_{sa}) and the substantive-validity coefficient (c_{sv}) for each item. As defined by Anderson and Gerbing (1991) the p_{sa} indicates the percentage of judges who assign an item to its hypothesized construct, whereas the c_{sv} “reflects the extent to which respondents assign an item to its posited construct more than to any other construct” (p. 734). Whereas Anderson and Gerbing compare the number of expected assignments to the highest number assigned to any other construct, I used a more conservative variation of this statistic by comparing the number of expected assignments to the total number of all other assignments. p_{sa} values range from 0 to 1 and c_{sv} values from -1 to 1, with higher values in both cases reflecting greater assignment to the intended construct (Table 4).

Scale refinement. The results of the content rating and item categorization procedures were used to comprehensively assess each item. Items were identified for potential elimination based on four criteria. Items that loaded on unexpected factors or had substantial crossloadings were further assessed, as were items that did not meet critical thresholds of 80% on the p_{sa} and .5 on the c_{sv} . The majority of identified items were eliminated, including all items that failed to meet any of the four criteria. However, some of the items identified as problematic were ultimately retained if they had generally

Table 4: *Substantive Validity Assessment*

Item	p_{sa}	c^{sv}	Item	p_{sa}	c^{sv}
1.	1.00	.83	30.	.83	.33
2.	.67	.17	31.	.67	-.17
3.	1.00	1.00	32.	.83	-.17
4.	1.00	1.00	33.	.83	.33
5.	.83	.00	34.	.83	.50
6.	.67	.00	35.	.50	-.33
7.	1.00	.67	36.	.50	.00
8.	.50	.17	37.	1.00	.50
9.	1.00	.83	38.	.33	-.33
10.	1.00	.67	39.	.83	-.17
11.	1.00	.67	40.	.83	.33
12.	1.00	.83	41.	1.00	.83
13.	.83	-.17	42.	.67	.17
14.	.83	.50	43.	.83	.50
15.	.83	.50	44.	.83	.67
16.	.67	.33	45.	.83	.50
17.	1.00	1.00	46.	1.00	.83
18.	.67	.33	47.	1.00	.67
19.	.67	.00	48.	1.00	.67
20.	1.00	.83	49.	.00	-1.00
21.	.50	-.17	50.	.83	.33
22.	1.00	.83	51.	.67	.00
23.	.83	.50	52.	.50	.00
24.	.83	.67	53.	.83	.50
25.	.67	.33	54.	1.00	1.00
26.	.83	.67	55.	.67	.17
27.	.67	.50	56.	1.00	.83
28.	.67	.33	57.	.67	.00
29.	1.00	1.00	58.	1.00	.67

p_{sa} = Proportion of substantive agreement

c^{sv} = Substantive validity coefficient

supportive evidence across the four content validity indicators. In addition, a small number of identified items were rewritten for clarity and retained in modified form.

The comprehensive content validity assessment resulted in the elimination of 17 of the original items, and of the remaining 41 items five were retained in a modified form. A review of the items meant to sample the economic-concern domain, which did

not emerge from the Q-factor analysis, indicated that many of the items had the potential to confound content domains. For example, the item “I can imagine myself supporting corporate actions that negatively impact the societal tax base” can be interpreted as relating to both economic and social impacts. Thus, I concluded that the non-emergent factor was a result of poor indicators as opposed to a problem with the theoretical conceptualization of the content domain. Three new items were created to sample this domain, and 2 original items were modified to more clearly tap the economic-concern dimension. After content validation, the refined corporate actions propensity measure included a total of 44 items with each sub-scale containing between 5 and ten items (Appendix D).

Step 3 – Initial Survey Administration

Following content validation, I administered a survey comprising the 44 propensity items to a sample of 297 3rd-year business students involved in a Research Participation System (RPS) at a mid-sized university in south-western Ontario, Canada. Because the construct of corporate actions propensity is relevant for virtually any individual, a student sample was appropriate for assessing the psychometric properties of the measure. Students participated voluntarily on their own time and under the RPS received partial course credit for participating. All data were collected anonymously to elicit more honest responses and to reduce the potential for social desirability influences on the data.

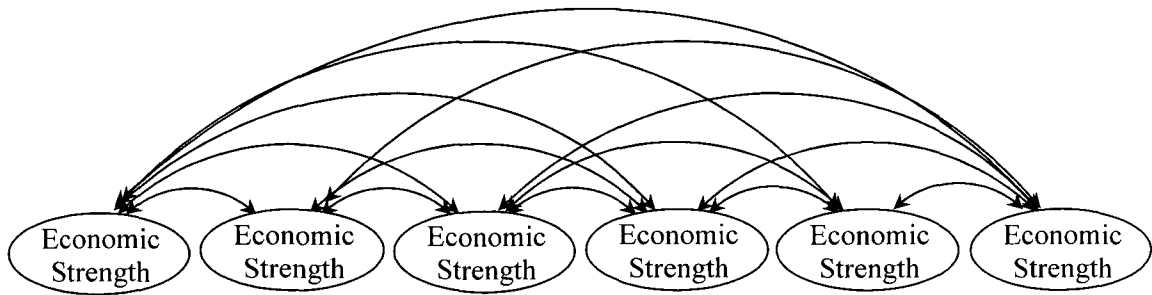
The survey was conducted through an on-line format using both the RPS website and Survey Monkey to facilitate data collection. Students registered to participate through the RPS site, and were then automatically forwarded to the actual survey that

was externally hosted by Survey Monkey. After completing an informed consent statement and reading detailed instructions, respondents were asked to rate their level of agreement with each of the propensity items. All items were randomly ordered, and rated on an 11-point Likert-type scale ranging from 0% (Completely disagree) to 100% (Completely agree). This probabilistic rating scale was used as it best reflects the propensity construct as defined above.

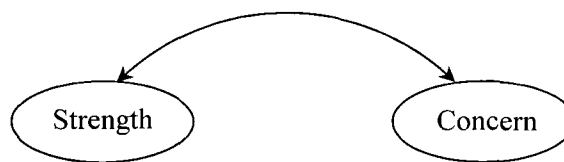
Confirmatory Factor Analysis. Out of the full sample of 297, three response sets were removed due to careless response patterns and two for double response leaving a final sample of 292. Because evidence of the measure's underlying factor structure had not yet been established, I first conducted a confirmatory factor analysis (CFA) using AMOS 17 before assessing the internal consistency of the sub-scales. CFA is the preferred technique for theoretically driven analyses (Kline, 2005), and was used to examine whether the empirical data fit the hypothesized six-factor model outlined above. I compared the hypothesized model to a default single-factor model, in which every item loaded on a single factor, as well as to a number of additional theoretically viable models. These included a two-factor model comprising strength and concern factors, a three-factor model comprised of economic, social, and environmental factors, and a multi-order model in which strength and concern were conceived as super-ordinate to the economic, social, and environmental factors (Figure 2). The single, two- and three-factor models are nested within the hypothesized six-factor model because it is possible to derive each of these by placing unity constraints on the estimable paths between factors in the hypothesized model. The multi-order model is not nested. The relative fit of nested or hierarchical models can be tested for statistical significance using the chi-square

Figure 2: *Hypothesized and Alternate Models for Confirmatory Factor Analysis*

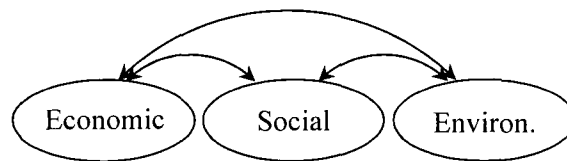
(a) 6-Factor (Hypothesized) Model



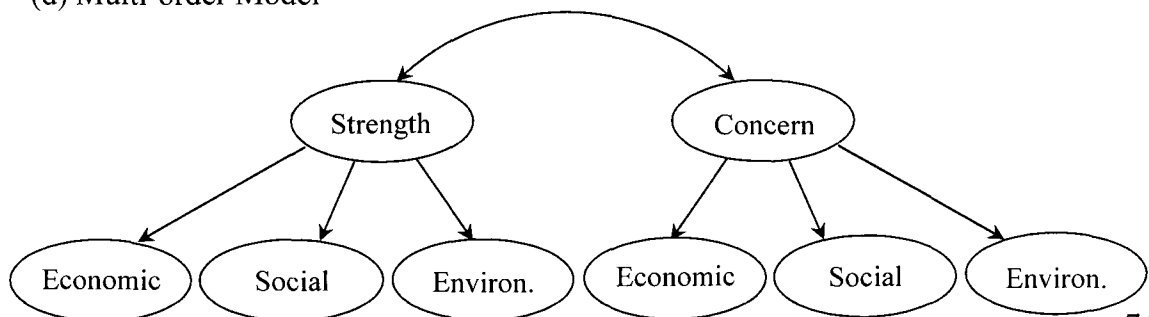
(b) 2-Factor Model



(c) 3-Factor Model



(d) Multi-order Model



difference statistic whereas nonhierarchical models can only be compared using simple model fit indices such as the Akaike Information Criterion (AIC; Kline, 2005).

Following Kline (2005) model fit was assessed using four primary fit indices including the model chi-square, the root mean square error of approximation (RMSEA), the comparative fit index (CFI), and the standardized root mean square residual (SRMR). Recommended values indicating good model fit for the latter three indices are less than or equal to .05, greater than .90, and less than .10 respectively (Kline, 2005). In addition, I used the AIC to compare the multi-order non-nested model, where lower values indicate better fit (Kline, 2005). As expected, the CFA confirmed that the six-factor model with $\chi^2(845) = 1787.17$, $p < .001$, RMSEA = .062, CFI = .858, and SRMR = .059 provided the best fit to the data as compared to alternate models (Table 5). In addition to having reasonable model fit, the hypothesized model performed better on each of the four primary fit indices and showed a significant difference in chi-square as compared to the nested models. The six-factor model also had a lower AIC value than all other models including the non-nested multi-order model.

Internal Consistency Analysis. Given the CFA results and evidence in support of the hypothesized factor structure, I proceeded by analyzing the internal consistency reliability of the six sub-scales (Table 6). Although all of the sub-scales were found to have good internal consistency, with alpha coefficients ranging from .70 to .90, six items had either a low item-total correlation ($< .400$) and/or the potential for significant scale improvement. A reanalysis of the content of these items indicated that they should be removed or replaced, even though in one case this meant that the scale alpha would drop below the ideal benchmark for new scales of .70 (Hinkin, 1998). After removing these

Table 5: Sample One Confirmatory Factor Analysis Comparisons ($N = 292$)

Model	χ^2	df	RMSEA [95% CI]	CFI	SRMR	ECVI	AIC	Nested Model Comparison		
								Base- line	χ^2_D	df_D
A 6 – Factor	1787.17*	845	.062 [.058, .066]	.858	.059	6.84	1989.17			
B 1 – Factor	3173.05*	860	.096 [.093, .100]	.652	.093	11.60	3345.05	A	1385.88*	15
C 2 – Factor	2177.31*	859	.073 [.069, .076]	.801	.065	8.08	2351.31	A	390.14*	14
D 3 – Factor	2914.24*	857	.091 [.087, .094]	.690	.095	10.63	3092.24	A	1127.07*	12
E Multi-order	1881.18*	853	.064 [.060, .068]	.845	.065	7.10	2067.18			

* $p < .001$

Table 6: *Internal Consistency Assessment for Initial Survey Administration (N = 292)*

Sub-Scale	Initial Scale			Reduced Scale		
	<i>N</i> of items	<i>M</i> of items	α	<i>N</i> of items	<i>M</i> of items	α
Economic-Strength	5	7.2	.70	3	7.2	.68
Economic-Concern	5	3.3	.84	5	3.3	.84
Social-Strength	9	7.3	.88	8	7.4	.88
Social-Concern	7	3.2	.82	7	3.2	.82
Environmental-Strength	9	7.1	.90	8	7.1	.90
Environmental-Concern	8	3.0	.86	6	2.7	.88

items, alpha coefficients for the reduced scales ranged from .68 to .90. In addition to having satisfactory to very strong reliability across the sub-scales, the pattern of means of scale items is consistent with the strength versus concern classification. Specifically, the mean of all strength items (7.2) is on the high end of the agreement scale, whereas the mean of all concern items (3.2) is on the low end of the agreement scale.

Follow-up CFA and Exploratory Analysis. Following the reliability analysis, I conducted a second comparative CFA analysis with the reduced scales and found the pattern of results to be identical to the first CFA (Table 7). Consistent with the iterative nature of scale development, I chose to conduct an additional exploratory analysis using the modification indices provided in AMOS to identify paths that would significantly improve the model fit. Because empirically driven model respecification is highly susceptible to capitalization on chance (Kline, 2005), only modification indices that could be theoretically justified were acted upon. Four theoretically viable paths were identified

Table 7: Sample One Confirmatory Factor Analysis Comparisons with Reduced Scales ($N = 292$)

Model	χ^2	df	RMSEA				Nested Model Comparison			
			[95% CI]	CFI	SRMR	ECVI	AIC	Base-line	χ^2_D	dfD
A 6 – Factor	1319.57*	614	.063 [.058, .068]	.882	.054	5.15	1497.57	F	198.24*	4
B 1 – Factor	2630.42*	629	.105 [.100, .109]	.665	.094	9.55	2778.42	A	1310.85*	15
C 2 – Factor	1742.35*	628	.078 [.074, .082]	.813	.064	6.50	1892.35	A	422.78*	14
D 3 – Factor	2334.56*	626	.097 [.093, .101]	.714	.094	8.55	2488.56	A	1014.99*	12
E Multi-order	1402.20*	622	.066 [.061, .070]	.869	.060	5.38	1564.20			
F 6-Factor (Modified)	1121.33*	610	.054 [.049, .059]	.914	.050	4.49	1307.33			

* $p < .001$

and allowed to be estimated between the error terms of content similar items, and the resulting model (Model F, Table 7) had very good fit ($\chi^2(610) = 1121.33$, $p < .001$, RMSEA = .054, CFI = .914, and SRMR = .050). However, because these correlated errors were not specified *a priori*, it is possible that this model fit unduly capitalized on chance. As such, the modified paths were only considered tentatively plausible and were reexamined in subsequent analyses.

Scale Refinement. Scales were once again refined as necessary based on the results of the CFA and internal consistency analyses. Six items identified as problematic through the reliability assessment were dropped from further analysis. Three new items were developed for the economic-strength scale and one new item was developed for the economic-concern scale. Minor adjustments were made to four additional items to simplify wording and/or improve clarity. These were ultimately the final scale modifications, and the items composing the final corporate actions propensity measure are provided in Appendix E. The final measure comprises a total of 41 items with six to eight items per sub-scale.

Step 4 – Second Survey Administration

The initial survey administration provided evidence to support the hypothesized 6-type classification of corporate actions propensity and indicated that scale reliability was generally satisfactory. To confirm these findings and further assess the robustness of the measure, I conducted a second survey administration with an independent sample of 351 students enrolled in a variety of programs at the same Canadian university. This second administration was conducted as part of the hypothesis testing study reported in Chapter 5, and included students enrolled in business, social work, sociology,

environmental studies, and geography programs. Business students participated through the RPS and received partial course credit as described above. However, because this survey was administered in pen-and-pencil format as opposed to online, I conducted the survey in a classroom setting but outside of class time. With the permission of course instructors, all other students involved in this research responded to questionnaires during regular class hours, and did not receive additional course credit for participating. Given the change to pen-and-paper format and a classroom setting, instructions were read aloud to participants who were then given the chance to ask questions for clarification. In all other respects the survey was conducted as above. The pen-and-pencil questionnaire is provided in Appendix F.

Reliability Analysis and CFA. Based on evidence supporting the hypothesized factor structure from the initial survey administration, I assessed the reliability of the sub-scales using sample two data before performing a CFA. All scales showed strong internal consistency with alpha coefficients ranging from .76 to .90 (Table 8). A review

Table 8: *Internal Consistency Assessment for Second Survey Administration (N = 351)*

Sub-Scale	N of items	M of items	α
Economic-Strength	6	7.9	.90
Economic-Concern	6	3.1	.77
Social-Strength	8	8.1	.86
Social-Concern	7	3.4	.76
Environmental-Strength	8	7.8	.85
Environmental-Concern	6	2.6	.85

of the item-total statistics indicated that all items were performing well and that further scale adjustment was not necessary. I subsequently performed a CFA to see if sample one results would be replicated. As seen in Table 9, sample two data produced the same pattern of results, with the six-factor hypothesized model outperforming the alternative models on all indices and with a significant improvement in chi-square as compared to the nested models. Model fit was again good and somewhat improved, with $\chi^2 (764) = 1607.47$, $p < .001$, RMSEA = .056, CFI = .875, and SRMR = .062. As before, the six-factor model (AIC = 1801.47) also fit the data better than the non-nested multi-order model (AIC = 1907.10).

I again reviewed the modification indices provide by AMOS to see if the paths identified earlier would again significantly improve the model fit if allowed to be freely estimated. Only one of the previously identified paths had a substantial modification value, and notably it was the same path that produced the greatest improvement in model fit with both sample one and sample two data. The identified path pertains to the error terms for items two and nine on the social-strength scale (see Appendix E), and can be theoretically justified because both these items address the issue of diversity within the workplace. Allowing these errors to correlate with sample two data resulted in a significantly improved model fit with $\chi^2 (763) = 1528.24$, $p < .001$, RMSEA = .054, CFI = .887, and SRMR = .062.

Combined Samples Analyses. Although the sample size for both survey administrations is considerably greater than the recommended minimum sample size of 200 (Hinkin, 1998), in both cases the ratio of sample size to number of estimated

Table 9: Sample Two Confirmatory Factor Analysis Comparisons (N = 351)

Model	χ^2	df	RMSEA				Nested Model Comparison			
			[95% CI]	CFI	SRMR	ECVI	AIC	Base-line	χ^2_D	dfD
A 6 – Factor	1607.47*	764	.056 [.052, .060]	.875	.062	5.15	1801.47	F	79.23*	1
B 1 – Factor	3838.70*	779	.106 [.103, .109]	.547	.119	11.44	4002.70	A	2231.23*	15
C 2 – Factor	3206.53*	778	.094 [.091, .098]	.641	.113	9.64	3372.53	A	1599.06*	14
D 3 – Factor	2975.59*	776	.090 [.087, .093]	.675	.157	8.99	3145.59	A	1368.12*	12
E Multi-order	1729.10*	772	.060 [.056, .063]	.858	.076	5.45	1907.10			
F 6-Factor (Modified)	1528.24*	763	.054 [.050, .057]	.887	.062	4.93	1724.24			

* p<.001

parameters is somewhat less than the 10:1 that Kline (2005) suggested might be ideal. Given the consistency of findings across the two samples and to achieve more stable solutions, I conducted a final analysis of the internal consistency and factor structure using the combined sample of 643 respondents. With alphas ranging from .78 to .88 the final sub-scales are seen to have strong internal consistency (Table 10) well above the minimum .70 recommended for new scales (Hinkin, 1998). In addition, the modified six-factor model has a very good fit to the combined sample data, with $\chi^2(763) = 1968.72$, $p < .001$, RMSEA = .050, CFI = .905, and SRMR = .053 and outperforms all comparative models (Table 11).

Discussion and Conclusion

The purpose of this research was to develop a theoretically grounded and psychometrically sound measure of corporate actions propensity. The construct of corporate actions propensity links behavioural propensity at the individual level to corporate actions at the organizational level and constitutes an important variable for understanding the behavioural mechanisms underlying firms' societal impact. CFA

Table 10: Internal Consistency Assessment for Combined Samples (N = 643)

Sub-Scale	<i>N</i> of items	<i>M</i> of items	α
Economic-Strength	6	7.8	.85
Economic-Concern	6	3.0	.78
Social-Strength	8	7.8	.88
Social-Concern	7	3.3	.78
Environmental-Strength	8	7.5	.88
Environmental-Concern	6	2.6	.87

Table 11: Combined Sample Confirmatory Factor Analysis Comparisons ($N = 643$)

Nested Model Comparison											
RMSEA											Base-line
Model	χ^2	df	[95% CI]	CFI	SRMR	ECVI	AIC	χ^2_D	dfD		
A 6 – Factor	2158.16*	764	.053 [.051, .056]	.890	.053	3.66	2352.16	F	189.43*	1	
B 1 – Factor	5945.53*	779	.102 [.099, .104]	.593	.109	9.52	6109.53	A	3787.37*	15	
C 2 – Factor	4243.21*	778	.083 [.081, .086]	.727	.092	6.87	4409.21	A	2085.05*	14	
D 3 – Factor	5114.11*	776	.093 [.091, .096]	.658	.161	8.23	5284.11	A	2955.95*	12	
E Multi-order	2351.18*	772	.056 [.054, .059]	.876	.065	3.94	2529.18				
F 6-Factor (Modified)	1968.72*	763	.050 [.047, .052]	.905	.053	3.37	2164.72				

* $p < .001$

results from two separate questionnaire administrations supported the hypothesized six-type classification of corporate actions that reflects both positive (strength actions) and negative (concern actions) societal impacts across the economic, social, and environmental domains. Furthermore, the multi-step, iterative process used to develop and refine scale items has produced a measure with reliable scales and strong psychometric qualities. Notably, the research findings were highly consistent across two large independent student samples, the first composed strictly of business students and the second involving a much broader sample of students enrolled in a variety of programs. Consistent results were also achieved across different sampling methods – an online format for the first survey administration and a pen-and-paper format for the second administration. The results to this point thus support the construct validity of the six corporate actions propensity types, and indicate that the final set of items sufficiently samples the various theoretical domains.

Despite the strong findings this research does have limitations and future research will be required to further establish the validity and generalizability of the measure. To this point the corporate actions propensity measure has only been validated with student populations. Because students lack significant work experience they may tend to be more idealistic in their responses, particularly for concern items. It would be helpful to further validate the scale with an active working population. In addition, and as with any self-report behavioural scale, this measure may be subject to social desirability influences. I aimed to mitigate this problem by assuring full confidentiality of participant responses. Notably, if social desirability is a problem it could be expected to have a greater impact on data collected when a researcher is physically present. The highly consistent results

between on-line responses and those obtained in-person, particularly with respect to the pattern of means of scale items, suggest that social desirability may not be a significant concern.

With respect to future research, it would be helpful to further establish the construct validity of the measure through convergent and discriminant validity assessments. This could be done, for example, by examining the relationship between employees' corporate actions propensity and direct measures of their firm's activities, which would be also be of interest for its own sake. Given the increasing urgency to elicit corporate actions that enhance societal and environmental welfare, another important avenue for research is to examine individual and cultural factors associated with corporate actions propensity. For example, previous research has identified that both individual and organizational values are important factors underlying proactive environmental practices (Bansal, 2003). Because the measure developed here encompasses the economic and social spheres along with the environmental domain, it allows for a more comprehensive examination of the relationship between different types of individual-level values and different forms of corporate action. In Chapter 5 I more fully examine the relationship between values and actions propensity and report findings that establish empirical linkages between these constructs, and which also help to further establish the validity of the corporate actions propensity measure.

A host of additional individual differences including personality, moral reasoning, and leadership style can also be expected to have important implications for individuals' behavioural propensity, and indicate just a few of the potentially rich areas for future research in which corporate actions propensity could comprise a key outcome variable.

Because the corporate actions propensity measure comprehensively assesses the economic, social, and environmental domains it is particularly suitable for cross-disciplinary research and holds considerable promise for behavioural researchers examining business-society-nature issues.

Chapter Four: Validating the Use of Policy-Capturing to Measure Economic, Social, and Environmental Values

As we conclude the first decade of the 21st century, the prognosis for human society appears increasingly uncertain. Mounting pressures across the economic, social, and environmental domains have grown to rather alarming proportions (Brown, 2008), and are slowly but surely shifting dominant societal concerns and the global institutional order. However, although there is widespread recognition that all is not well in the world (cf. Margolis & Walsh, 2003), the search for a meaningful path forward seems to grow ever more elusive. This is perhaps most clear in the global issue of climate change. There is now significant agreement within the relevant scientific community regarding the perilous state of the earth's natural systems (Intergovernmental Panel on Climate Change, 2007; Millennium Ecosystem Assessment, 2005), and the most recent evidence suggests that climate change and its human consequences are being realized at a considerably faster rate than suspected just a few years ago (Global Humanitarian Forum, 2009; U.S. Climate Change Science Program, 2008). Yet the urgency felt within the scientific community (e.g. Hansen, 2009) has been recently met by the complete inability of the world's political leaders to establish even the most elementary plan to address climate change beyond the largely failed Kyoto Protocol due to expire in 2012. Of course, future climatic impacts are just the most complex, and subsequently the most controversial, of myriad more immediate and less debatable environmental concerns including soil degradation, desertification, collapsing fisheries, and loss of bio-diversity (Brown, 2008) to name a few. Coupled with social challenges of population growth,

poverty, energy and food insecurity, terrorism, and war, along with continuing turmoil in the global financial system, it is not difficult to understand why the future is so often assessed with decidedly pessimistic overtones (Dyer, 2008; Homer-Dixon, 2006).

A number of authors have suggested that our collective ability to address these systemic challenges that cross the B-S-N interface will require a fundamental shift in values (Frederick, 1998; Milbrath, 1989; Stead & Stead, 2009; Victor, 2008). Values are a basic psychological construct that pertain to desirable end-goals and the means of achieving those goals, and are held both individually and collectively (Rokeach, 1973). As a key factor underlying motivated behaviour (Locke, 1991), values are a determinant of the actions people engage in, and subsequently the manner in which we will address or fail to address issues of societal sustainability (Milbrath, 1989). In short, values speak essentially to what we care about most deeply, and hold important implications for our ability to respond to the economic, social, and environmental challenges of our time.

Despite repeated affirmations to the critical role of values within human endeavours, and a lengthy history of values research within both management studies and the broader social sciences (Meglino & Ravlin, 1998), there has been relatively little empirical work assessing values within the broad context of social issues and environmental management. In part, such work has been stymied by the non-cumulative nature of values research generally, a lack of correspondence between theoretical value frameworks and specific management issues, and ongoing debate about how best to measure human values (Agle & Caldwell, 1999; Meglino & Ravlin, 1998).

In this chapter I address these issues within the context of B-S-N phenomena. Building from recent work by Sully de Luque et al. (2008) I propose a tripartite values

classification consisting of economic, social, and environmental values that reflects the key content domains with respect to societal sustainability and the broad areas of interest within B&S and ONE scholarship. I also assess the validity of using a policy-capturing methodology to measure individuals' values and highlight a number of advantages policy-capturing has over existing values measurement techniques. Policy-capturing has been widely used to evaluate human judgment processes (Aiman-Smith, Scullen, & Barr, 2002; Karren & Barringer, 2002), and appears to offer a valid and useful approach to the measurement of implicit values. The results indicate that using policy-capturing to measure economic, social, and environmental values shows convergent and discriminant validity with a related values measure and other relevant individual-level correlates, and has the potential to overcome limitations in common measurement techniques. As such, policy-capturing appears to be a more robust measurement technique for scholars interested in examining the role of human values in B-S-N phenomena.

The chapter proceeds as follows. I begin by discussing the psychological construct of human values and outline a tripartite values classification (economic, social, environmental) building upon social issues and environmental management literature. Next I discuss the common approaches that have been used to measure values and the limitations of existing techniques. I then describe the policy-capturing methodology, considering both how it has been traditionally used within organizational research and its potential as an implicit-values measure. Research findings pertaining to the validity of the classification scheme and the policy-capturing approach are presented next, and I conclude by discussing possibilities for future research.

Human Values Theory

A Social Sciences Definition

Based on the work of scholars from a variety of social science disciplines, Schwartz and Bilsky (1987) have provided a comprehensive definition of human values as: “(a) concepts or beliefs, (b) about desirable end states or behaviors, (c) that transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance” (p. 551). In addition, Rokeach (1973) has outlined many of the key features of values and their distinguishing characteristics. While values are considered deeply held enduring beliefs, they are not necessarily held consciously, and individuals may not even be aware of their personal values (Rokeach, 1985). The enduring aspect of values indicates that they are relatively stable though subject to change over time, and is particularly meaningful within the context of current challenges facing society. According to Rokeach, “If values were completely stable, individual and social change would be impossible. If values were completely unstable, continuity of human personality and society would be impossible” (1973: 6).

Along with needs, values form the foundation of motivated human behaviour (Locke, 1991) and specify both desirable outcomes, and the desirable means to their achievement. Values are held at the individual level but can also be shared in aggregate (Rokeach, 1979), and are thus relevant across multiple levels of analysis (Agle & Caldwell, 1999). As such, values help to shape the individual, organizational, and societal actions that will either advance or undermine long-term societal sustainability (Milbrath, 1989). Particularly important in this context is the ordered nature of values into value structures and hierarchies (Rokeach, 1973), as those values most central within

the hierarchy (i.e. what we care about most) will tend to have the greatest influence on individual behaviours and aggregate-level actions.

The ability to specify values across all levels of analysis and with respect to all aspects of human endeavour is indicative of the richness of the construct, but has resulted in a plethora of extant conceptual frameworks and what Agle and Caldwell (1999) see as considerable confusion within the values literature. Others have noted that prominent values taxonomies and surveys (e.g. England, 1967; Rokeach, 1973; Schwartz & Bilsky, 1987) do not necessarily lend themselves well to specific areas of research within management studies (McDonald & Gandz, 1991). Given the presumed role of values in issues of societal sustainability, I sought to identify a values framework that was both parsimonious and that corresponded to the phenomena at the B-S-N interface (cf. Meglino & Ravlin, 1998).

Values in B&S and ONE Research

Within the social issues and environmental management literature a number of authors have identified values as an important factor in engendering socially and environmentally responsible actions (Bansal, 2003; Egri & Herman, 2000; Grojean, Resick, Dickson, & Smith, 2004; Hemingway & MacLagan, 2004; Shrivastava, 1995a). Of note, in these works values are often considered absent any overarching conceptual values framework, are often not the primary focus of the research, and are typically considered in a dyadic fashion with respect to either social issues *or* environmental issues. However, in a recent contribution reflecting prominent themes in the social and environmental management literatures, Sully de Luque et al. (2008) made an important distinction between economic and stakeholder values. According to these authors, profit

maximization is the central premise within economic values, whereas stakeholder values relate primarily to considering and balancing the needs of multiple organizational constituencies.

Extending the Sully de Luque et al. (2008) Framework – Economic, Social, and Environmental Values

As a classification scheme for B&S and ONE research, the typological distinction between economic and stakeholder values is useful but can be further developed to better reflect interests within the broad domains of business, society, and nature. Specifically, the stakeholder concept somewhat blindly encapsulates all organizational constituencies, both human and non-human (Hart & Sharma, 2004), and may not adequately account for the distinctiveness of the societal and natural realms. Further, because the concept of stakeholder rests on an organization-level referent, as a values-type it has limited utility across other levels of analysis.

Consistent with holistic models of sustainability (Cohen et al., 2008; Marcus & Fremeth, 2009; Stead & Stead, 2009), the business, societal, and natural systems can be envisaged as three distinctive though related value domains that are instrumental to both individual and collective well-being. These domains correspond to three different types of values defined in terms of desirable outcomes and the means to their attainment.

Economic values relate to the desired objective of financial and material wealth, and consistent with neo-classical economic theory, the behavioural means of acting in ones' rational self-interest. *Social values* are predominantly other-focused, and relate to the quality of human life and human relationships, and the ethical and moral behaviours that engender trust, equity, and mutual respect. Finally, *environmental values* relate to the

desired objective of maintaining ecological integrity by reducing human impacts on nature, minimizing consumption and waste, and acting with precaution when environmental impacts are unknown. Economic, social, and environmental values are seen to reflect broad areas of concern related to societal sustainability, and can be operationalized at multiple levels of social analysis. In Chapter 5 I more fully expand these theoretical definitions and consider how they differentially relate to different types of corporate actions propensity.

Values Measurement – Problems with Normative and Ipsative Techniques

A long-standing debate within the values literature concerns how best to measure values, and although normative and ipsative techniques have both been widely used in values measurement, both have limitations (Meglino & Ravlin, 1998). In normative techniques, respondents are asked to rate the extent to which they agree with or endorse specific values. Because values are beliefs about what is personally or socially preferred, normative measures increase the possibility that individuals will portray themselves as they wish to be perceived, and not as they truly are. That is, normative techniques are subject to social desirability influences and can inflate the relationship between values and other socially desirable constructs (Meglino & Ravlin, 1998).

Ipsative techniques have respondents' rank-order a list of values, or employ a forced-choice format. Although ipsative scales reduce the likelihood of social desirability influence, they do not allow for a relative measure of values-strength, or for values to be held in equal strength (Meglino & Ravlin, 1998). Thus while a hierarchical ordering of values can be determined, it is not likely to reflect the relative differences in how strongly particular values are held, and individuals may arbitrarily rank-order values

that they feel are of equal importance. In addition to these limitations, both normative and ipsative techniques, by presenting respondents with a series of values, may bring values to a level of conscious awareness that does not typically exist. This is inconsistent with the view that “Most people do not know, and are unable to articulate, their value priorities” (Rokeach, 1985, p. 166). Given these various shortcomings across the common values measurement methodologies, a preferable technique would minimize the potential for social desirability influence, allow for an empirical evaluation of relative values strength, and not prime respondents to think consciously about their personal values.

Policy-Capturing as an Implicit Values Measure

A policy-capturing method has the potential to address a number of these issues. Policy-capturing is an ordinary-least-squares regression-based technique (Aiman-Smith et al., 2002) used widely in organizational research (e.g. Hitt & Middlemist, 1979; Hobson & Gibson, 1983; Kristof-Brown, Jansen, & Colbert, 2002; Webster & Trevino, 1995; Zedeck & Kafry, 1977), and is typically employed to understand how individuals “weight, combine, or integrate information” (Zedeck, 1977, p. 51) when making overall evaluative judgements. Typically applied to decision making contexts pertaining to such things as job performance and job choice, this method involves three steps. First, respondents are presented with a series of scenarios or profiles comprised of a number of cues (variables) pertinent to the decision context. Cue values are commonly experimentally manipulated across the scenarios so as to reduce or eliminate variable collinearity. Second, respondents are asked to provide a global evaluation for each scenario. Third, respondent judgements are regressed on the cue values. The resulting

regression equation is taken to represent the individual's "policy" used to make global evaluations. The individual beta weights reflect the extent to which each cue is either predictive (if cues are orthogonal) or incrementally predictive of decisions rendered by a respondent during the rating task.

Although policy-capturing is typically used in the context of decision making, it appears highly adaptable to the measurement of individuals' implicit values. By having respondents provide overall ratings to a series of scenarios in which economic, social, and environmental cue values are varied, it is possible to determine the degree to which each criterion domain influences respondents' judgments. Because individuals focus their attention on the cues they feel are important when providing overall ratings, policy-capturing elicits what an individual cares about (i.e. their values) within the decision context. The measure can be made implicit if the target for the global evaluations is something other than the person providing the evaluations – that is, as long as the evaluations are not a self rating. For example, in this research I had respondents provide overall ratings for a series of hypothetical organizations based on facet measures of each organization's economic, social, and environmental performance.

In this context, the factor weightings making up an individual's "captured" policy can be taken to represent the respondent's underlying values. For example, a regression equation in which the beta weight on the environmental variable is high relative to the economic and social beta weights can be seen to reflect stronger environmental values. Similarly, individuals with high weightings assigned to the economic and social components would implicitly reveal strong economic or social values, respectively.

Policy-capturing appears advantageous as a values measure in that respondents are not asked directly to reveal their value preferences and should subsequently be less subject to social desirability influences (Karren & Barringer, 2002). Furthermore, it does not require an individual to have great insight into their own values, or prime individuals to consider their personal values at a conscious level. Rather, respondents' values are implicitly revealed in their responses to scenarios that reflect real-world situations. Notably, a consistent finding within the policy-capturing literature is that individuals are often unaware of their own judgement policies, and generally believe that their evaluations are more balanced than they actually are (Hobson & Gibson, 1983). As a measurement technique, this corresponds well to the values construct, which theoretically is typically below the level of conscious awareness (Rokeach, 1985). Finally, the resultant regression weights making up an individual policy allow for examination of relative values strength, and for values to be held in equal strength. In sum, policy-capturing appears to offer a number of advantages as a measure of human values, though it is necessary to empirically evaluate the validity of this approach.

Hypotheses

One method of assessing the validity of a measure - the extent to which it measures the construct it is intended to measure - is to examine how scores on the measure relate to other relevant variables (Society for Industrial and Organizational Psychology, 2003). Evidence of convergent and divergent validity is established respectively when a measure correlates with variables that are conceptually similar and does not correlate with conceptually dissimilar variables (Hinkin, 1998). With respect to the proposed policy-capturing measure it is possible to consider both how the economic,

social, and environmental variables relate to each other, and also how they relate to alternate measures of the same or related variables. The Sully de Luque et al. (2008) measure of economic and stakeholder values is a closely related and subsequently highly appropriate values measure with which to assess the discriminant/convergent validity of the policy-capturing approach. University program enrolment is another theoretically relevant variable that can be expected to relate differentially to the different values types. Hypotheses regarding the relationship between economic, social, and environmental values, and their expected relationships with the Sully de Luque et al. values measure and program of study are outlined below.

Relationships Between Economic, Social, and Environmental Values

Economic, social, and environmental values differ both with respect to their outcome orientation and with respect to the types of behaviour that are deemed desirable. More generally, the three values types differ in terms of their external versus internal focus. Economic values, which pertain to the accrual of personal monetary and material wealth and rationally self-interested behaviour, are primarily self-focused. In contrast, both social and environmental values are externally focused with the former concentrated on various aspects of human welfare and the latter on the welfare of the broader natural environment. Because financial and material wealth is distributed in a zero-sum manner and derived through exploitation of natural resources, economic values, in and of themselves, are at odds with both social and environmental values. That is, as economic values and concern with returns to self increase, concern with the welfare of others and with the natural environment should necessarily decrease.

Social and environmental values do not necessitate the same kind of tradeoff because both social wealth and environmental wealth are common goods. Improving the quality of human relationships makes all affected parties better off, as does improving the health of the natural environment. Furthermore, because human subsistence ultimately depends on the provisional services of nature, a concern with human welfare can be seen as complementary to concern for environmental integrity. The following hypotheses are suggested:

Hypothesis 1a: Economic values will be negatively related to social values.

Hypothesis 1b: Economic values will be negatively related to environmental values.

Hypothesis 1c: Social values will be positively related to environmental values.

Relationships between Policy-capturing Measures and Sully de Luque et al.'s (2008)

Normative Measures

The tripartite categorization of values developed here extends the economic versus stakeholder values distinction employed by Sully de Luque et al. (2008) and in particular distinguishes between the social and environmental realms that are encapsulated within the stakeholder concept. Notably, the measure used by Sully de Luque et al. is a normative measure, in which respondents rate their level of agreement with a series of values statements. Although the definition of economic values employed here is somewhat broader than the definition provided by Sully de Luque et al., which focuses only on the end goal of profit maximization and does not include a means component, the definitions cover essentially the same conceptual domain. Subsequently, I expected a strong positive correlation between the normative and policy-capturing

measures of economic values. Similarly, because the stakeholder concept relates to both the social and environmental realms, there should be a positive relationship between the social and environmental values policy-capturing measures and the normative stakeholder values measure. In contrast, and in line with the hypotheses above, I expected negative relationships between the economic policy-capturing and the normative stakeholder measure, as well as between the social and environmental policy-capturing measures and the normative economic measure.

Hypothesis 2a: Economic values measured through policy-capturing will be positively and negatively related to Sully de Luque et al's. (2008) economic and stakeholder values measures respectively.

Hypothesis 2b: Social and environmental values measured through policy-capturing will be positively and negatively related to Sully de Luque et al's. (2008) stakeholder and economic values measures respectively.

Relationships between Program of Study and Values

University programs are highly structured educational environments, and their distinctive curriculum content is typically designed around functional disciplines. Because different programs also generally lead to relatively defined career trajectories, students can be expected to enrol in programs that fit with their basic interests and the values that underlie them. Furthermore, functional training within different disciplines is likely to reinforce different values through course content exposure and emphasis, as well as through the socio-cultural norms and expectations that exist within different fields. For example, business students might be expected to have relatively strong economic values given that profit maximization is widely seen as the defining purpose of business,

and because business school curricula tend to emphasize the hard, quantitative content domains of economics, accounting, finance, and strategy (Ghoshal, 2005). In contrast, the emphasis on human welfare initiatives and social processes within social work and sociology programs is consistent with stronger social values. Following the same logic, students enrolled in programs that focus centrally on the natural environment such as geography and environmental studies are likely to have stronger environmental values. Given the concentrated focus of university programs, I expected that enrolment in business, social work/sociology, or geography/environmental studies would positively predict only one values type.

Hypothesis 3a: Business program enrolment will be a significant positive predictor of economic values but not of social or environmental values.

Hypothesis 3b: Social work and sociology program enrolment will be a significant positive predictor of social values but not of economic or environmental values.

Hypothesis 3c: Geography and environmental studies program enrolment will be a significant positive predictor of environmental values but not of economic or social values.

The hypotheses related to program enrolment suggest that economic, social, and environmental values will be uniquely positively predicted by specific programs and reflect the theoretically distinct nature of these psychological factors. Finding support for these hypotheses would help to validate the proposed tripartite values categorization, and would also suggest that the stakeholder values construct employed by Sully de Luque et

al. (2008) is better represented as two separate constructs, namely social and environmental values.

Methods

Setting, Sample and Procedure

Data pertaining to the validity of the policy-capturing values measure were drawn from the same sample and survey administration used to test hypotheses relating values to corporate actions propensity. The validation effort described here was meant to specifically examine whether policy-capturing can be usefully employed as a measure of individuals' economic, social, and environmental values. The study was completed with a student sample at a mid-sized university in Southwestern Ontario, Canada, and included both undergraduate and graduate students. I obtained responses from students enrolled in a variety of programs including business, social work, sociology, environmental studies, and geography. The business students included in the sample participated through an established Research Participation System (RPS) within their program, and received partial course credit for their involvement. For students involved in the RPS, surveys were administered in a classroom setting but outside of regular class hours. Because the RPS was available only to business students, I sought and received permission from course instructors to sample all other participants during regular course hours. These students did not receive additional course credit. All respondents participated voluntarily and only after completing informed consent forms. In addition, confidentiality of responses was assured, and all data were collected anonymously.

A total of 332 students responded to the main policy-capturing survey, and after removing outliers and cases with large amounts of missing data I retained a final sample

of 302. For the final sample, respondent ages ranged from 18 to 58 years, with average age 22.2 years ($SD = 5.84$). Forty-nine percent of respondents were female, and 74% identified themselves as Canadian. Average full-time work experience was between 1 and 5 years. Sixty-eight percent of respondents were enrolled in a business-related program, 13% in social work or sociology, 9% in environmental studies or geography, and 3% were enrolled in other programs.

Data were collected through three pen-and-pencil surveys. Demographic and program information was collected in an initial questionnaire administered as part of the broader research project that included this validation effort. The second survey was administered approximately two weeks after the initial questionnaire, and comprised the main policy-capturing portion of the study (Appendix G). Immediately following completion of the policy-capturing questionnaire, a third short survey was administered to assess respondents' satisfaction with the policy-capturing survey and to check whether a cover story accompanying the policy-capturing survey was effective (Appendix H). The normative scales used by Sully de Luque et al. (2008) to measure economic and stakeholder values were also included in the final questionnaire.

Variables and Measures

Policy Capturing Values Measures - Economic, Social, and Environmental Values. I developed a policy-capturing survey designed to elicit respondents' economic, social, and environmental values profile. Participants were asked to provide global evaluations for a series of hypothetical organizations based on information regarding each organization's triple-bottom-line (TBL) economic, social, and environmental performance. In order to minimize the potential that respondents would think

consciously about their values while completing the questionnaire, I employed a cover story suggesting that the purpose of the study was to understand how best to combine multiple organizational indicators into an overall organizational rating. Within each criterion domain (Economic; Social; Environmental) four possible performance levels were specified (Very poor; Poor; Good; Very good). This created a full-factorial design in which cues are fully crossed with all performance levels, resulting in 64 unique organizational scenarios.

Orthogonal, or fully-crossed designs, result in uncorrelated cues and allow for unambiguous interpretation of the relative importance of each variable to a respondent's overall ratings (Karren & Barringer, 2002). Although there are concerns that fully-crossed designs can create unrealistic scenarios within particular decision contexts (Karren & Barringer, 2002), a fully-crossed design meets the objective of realism in this study because firms can and do achieve independent performance ratings across the three variables. In addition, and following the recommendations of Aiman-Smith et al. (2002), four duplicate scenarios were randomly inserted in the survey as a basis for measuring test-retest reliability, resulting in a total of 68 scenarios.

Each organizational scenario include a triple-bottom-line (TBL) assessment of the firm's performance (Elkington, 1998), ostensibly derived from an objective expert analysis of the firm. Both a descriptive profile and the hypothetical analysts' final quantitative performance rating for each of the economic, social, and environmental domains were presented. The descriptive profile outlined specific actions or outcomes indicative of the company's performance in the different domains, and was included to increase respondent interest and engagement. However, because TBL measures assess a

wide range of indicators, subjects were told that the final TBL ratings were more meaningful than the specific examples provided for each company. The complete set of profiles can be found in Appendix G.

Following the typical policy-capturing procedure, each respondent's overall organizational ratings were regressed on the cue values resulting in a unique regression equation for each subject. Regression beta weights were subsequently used to create the economic, social, and environmental values variables.

Normative Values Measures - Economic and Stakeholder Values. Sully de Luque et al.'s (2008) measures of economic and stakeholder values were included to assess the convergent and discriminant validity of the policy-capturing measure. These normative 7-point Likert-type scales ask respondents to rate a number of factors relative to their importance in making critical management decisions. Factors related to economic values include cost control, effect on firm profitability, and effect on sales volume. Presumed stakeholder factors include employee relations issues, employee professional growth and development, effect on the environment, welfare of the local community, customer satisfaction, and contribution to the economic welfare of the nation. Although the item pertaining to the economic welfare of the nation was excluded from Sully de Luque et al.'s analysis because it did not load sufficiently on the expected factor, I included it in the survey.

Program of Study. Program of study was assessed through a single self-report item, which was converted into three categorically distinct dummy variables representing business, social work/sociology, and environmental studies/geography enrolment.

Cover Story Check. In order to check the effectiveness of the cover story, respondents were asked to identify what they thought the purpose of the policy-capturing study was while they were completing the third survey. Four options were provided including the objective provided in the cover, and one relating to measuring respondents' personal values.

Satisfaction with Policy-Capturing Survey. Given that policy-capturing requires participants to respond to a large number of very similar scenarios, there are concerns that boredom and fatigue may influence responses (Aiman-Smith et al., 2002; Karren & Barringer, 2002). Five items were included to assess respondents' satisfaction with the organizational rating task, and were scored on a 9-point Likert-type scale ranging from -4 to +4.

Analysis and Results

Following the procedures outlined by Tabachnick and Fidell (1996, p. 66-68) I assessed the raw scores obtained from the policy-capturing questionnaire for univariate and multivariate outliers. This analysis revealed 28 cases in which at least one overall organizational rating was logically inconsistent with the cue values provided in the scenario (for example, rating an organization as "Very Good" when the economic, social, and environmental ratings are all "Very Poor"). These cases were removed from further analysis, along with two cases that had large amounts of missing data (>10%). The within-rater consistency of judgements (Hammond, Stewart, Brehmer, & Steinmann, 1975; Kristof-Brown et al., 2002) was assessed for all remaining cases based on the duplicate scenarios, and revealed high average consistency (.91). Based on these results and after removing the four duplicate scenarios, I ran regressions for each respondent to

derive beta weights representing their economic, social, and environmental values, which were subsequently used to create the economic, social, and environmental values variables. Consistent with earlier policy-capturing studies, average R^2 across all within-person regressions was quite high (.77) indicating that the linear model captured a substantial portion of the variance associated with respondent ratings (Hobson & Gibson, 1983).

I subjected the items comprising the normative values measures (Sully de Luque et al., 2008) to principal components analysis with varimax rotation in SPSS. All items loaded on their respective factors except for the customer service item, which showed substantial cross loading and a higher loading on the economic factor. This item was subsequently excluded from further analysis. Interestingly, the item pertaining to economic welfare of the nation that did not load sufficiently in the confirmatory factor analysis performed by Sully de Luque et al., loaded as expected here. Reliabilities for both the economic ($\alpha = .82$) and stakeholder ($\alpha = .79$) scales were found to be satisfactory.

Means, standard deviations, and zero-order correlations for the study variables are provided in Table 12. The policy-capturing survey elicited a wide range of values scores across each of the economic, social, and environmental variables as seen in Table 13, and also a wide range of composite values profiles. The economic, social, and environmental values measured using the policy-capturing methodology were all found to be significantly correlated and in the hypothesized directions. Economic values had a

Table 12: Means Standard Deviations and Zero-Order Correlations of Policy-Capturing and Normative Values Measures and Program Enrollment^a

Variables	M	SD	1	2	3	4	5
Policy-Capturing Measures:							
1. Economic Values	.48	.20					
2. Social Values	.49	.13	-.644**				
3. Environmental Values	.48	.13	-.644**	.316**			
Normative Measures (Sully de Luque et al., 2008):							
4. Economic Values	5.09	1.08	.519**	-.375**	-.389**	.82	
5. Stakeholder Values	5.47	.88	-.343**	.270**	.321**	.041	.79
Program Enrollment:							
6. Business			.499**	-.241**	-.316**	.364**	-.261**
7. Social Work/Sociology			-.429**	.354**	.079	-.312**	.178**
8. Env. Studies/Geography			-.207**	-.107	.323**	-.121*	.081

^a Reliability coefficients are in boldface on the diagonal

* p<.05

* p<.001

Table 13: *Descriptive Statistics for Policy-Capturing Variables*

Variable	N	M	SD	Range	
				Potential	Actual
Economic Values	302	.484	.198	0-1	.004-.933
Social Values	302	.488	.126	0-1	.032-.781
Environmental Values	302	.475	.132	0-1	.000-.787

significant negative correlation with both social ($r = -.644, p < .001$) and environmental ($r = -.644, p < .001$) values, whereas social and environmental values were positively correlated ($r = .316, p < .001$). This pattern of relationships fully supports hypotheses 1a-c.

Hypothesis 2a was also fully supported as the policy-capturing measure of economic values was found to have a significant and positive relationship with Sully de Luque's (2008) normative measure of economic values ($r = .519, p < .001$) and a significantly negative relationship with their measure of stakeholder values ($r = -.343, p < .001$). The pattern of results proposed in Hypothesis 2b was also borne out in the data. Specifically, social values measured through policy-capturing had a significantly positive relationship with the normative stakeholder values measure ($r = .270, p < .001$) and a significantly positive relationship with the normative economic values measure ($r = -.375, p < .001$). Similarly, environmental values had a positive and statistically significant relationship with stakeholder values ($r = .321, p < .001$) and the opposite relationship with the normative economic values measure ($r = -.389, p < .001$). Overall, the pattern of findings between the policy-capturing and normative values measures strongly supports the convergent and discriminant validity of the policy-capturing measures of economic, social, and environmental values.

To assess the hypotheses related to program of study, I created three dummy variables to represent business, social work/sociology, and environmental studies/geography program enrolment. As expected, business program enrolment correlated significantly with economic values ($r = .499, p < .001$). Likewise, social work/sociology enrolment correlated positively with social values ($r = .354, p < .001$) and environmental studies/geography enrolment correlated positively with environmental values ($r = .323, p < .001$). Although not hypothesized, it is interesting to note that business enrolment had a significant negative relationship with both social values ($r = -.241, p < .001$) and environmental values ($r = -.316, p < .001$), and that economic values correlated negatively with both social work/sociology enrolment ($r = -.429, p < .001$) and geography/environmental enrolment ($r = -.207, p < .001$). The relationships between social work/sociology enrolment and environmental values and between geography/environmental studies enrolment and social values were both nonsignificant.

Hypotheses 3a-c were further tested by regressing the different values types on the program of study variables. Regression results shown in Table 14 confirmed the hypothesis that program of study is predictive of individuals' values. Specifically, business enrolment was found to be a significant predictor of economic values ($b = .295, p < .001$), social work/sociology enrolment positively and significantly predicted social values ($b = .232, p < .001$), and environmental studies/geography enrolment was a significant positive predictor of environmental values ($b = .210, p < .001$). In all other cases, program of study was either not predictive or was a negative predictor of the relevant value type.

Table 14: Regressions Using Program of Study to Predict Values^a

Predictor Variable (Program of Study)	Criterion Variable		
	Economic Values	Social Values	Environmental Values
Business	.295***	-.181*	-.241**
Social Work/Sociology	-.272***	.232**	-.034
Environmental Studies/Geography	-.106	-.160*	.210**
Overall model F	39.83***	16.56***	16.39***
Adjusted R ²	.28	.13	.13
Standard Error	.17	.12	.12
Degrees of freedom	298	298	298

^a Standardized regression weights are reported

* p < .05

** p < .01

*** p < .001

With respect to the effectiveness of the cover story, 40% of respondents indicated that they thought the purpose of the study was as stated in the cover. An additional 27% selected one of the two spurious items. However, 30% of respondents correctly identified that the real purpose of the study was to elicit respondents' personal values, indicating that the cover was not entirely convincing. Response frequencies from the cover story check item are provided in Table 15.

Results related to respondent satisfaction indicated that subjects did not find the policy-capturing rating task overly onerous (Table 16). Mean values for questions asking whether the ratings task was difficult versus easy, boring versus interesting, and too long versus just right were .95 ($SD = 2.18$), .59 ($SD = 2.01$), and -.60 ($SD = 2.33$) respectively. Similarly, 83% responded positively that they would willingly participate in this type of research in the future, and 73% indicated that they would recommend that friends participate in the study.

Discussion

Policy-capturing appears to offer a number of advantages as compared to widely used normative and ipsative values measures. Although policy-capturing has been traditionally used within the context of decision making, the results of this research indicate that policy-capturing also performs well as a measure of implicit values. The findings, which fully supported all hypotheses, provide evidence that policy-capturing is a valid methodology for measuring individual's economic, social, and environmental values.

Evidence regarding convergent and discriminant validity was established on three fronts. First, the pattern of relationships between the policy-capturing variables

Table 15: Cover Story Check Response Frequencies^a

Response	Frequency
1. Assess the consistency of participants' ratings on a repetitive task.	22.7%
2. Examine respondents' personal values.	32.6%
3. Understand how best to combine multiple organizational indicators into an overall organizational rating.	41.4%
4. Explore the suitability of a new methodology for management research.	3.3%

^a Question asked: While I was completing the questionnaire, I thought the purpose of the study was to (please check only one)

Table 16: Means and Standard Deviations for Items Assessing Satisfaction with the Policy-Capturing Survey^a

Item	<i>M</i>	<i>SD</i>
I thought the organizational rating task was:		
"Difficult" versus "Easy"	.95	2.21
"Boring" versus "Interesting"	.59	2.06
"Too long " versus "Just right"	-.60	2.34
I would willingly participate in research using this type of questionnaire in the future:		
"No way!" versus "Sure"	2.21	1.92
I would tell my friends that they should participate in this study:		
"No way!" versus "Sure"	1.68	2.11

^a All items rated on a 9-point Likert-type scale from -4 to +4

conformed to expectations. Specifically, economic values were found to relate negatively to social and environmental values, whereas social and environmental values were positively related. Second, the policy-capturing measures correlated as expected with the normative values measures used by Sully de Luque et al. (2008). This evidence is especially strong because these measures involve entirely different rating procedures. Third, the results confirmed that each values type can be uniquely positively predicted by distinct programs of study, which supports the tripartite classification of values presented above.

Earlier I suggested that the stakeholder values construct does not adequately account for the distinctiveness of the social and environmental domains. The significantly positive correlation between social and environmental values and the highly similar pattern of results they have with other study variables suggests they share common characteristics. However, the results of the regression analysis also indicate that each value type is positively predicted by only one program of study. This suggests that social and environmental values are likely to have different antecedents, and it seems plausible that they will also lead to different outcomes though this remains an open question for future research. Based on the current results it appears that the social-environmental distinction should be maintained.

With respect to the policy-capturing methodology itself, it does not appear that the use of a fully-crossed design created unrealistic scenarios or induced undue fatigue effects. Notably, respondents were given the opportunity to provide open-ended feedback, and a number indicated that they found the descriptive scenarios highly realistic and interesting. One participant queried whether the scenarios depicted “actual

companies,” noting that they were unable to tell. Another respondent from the RPS stated that it was “definitely one of the more interesting ... studies that I’ve done.” The vast majority of respondents also indicated that they would be willing to participate in policy-capturing research in the future, and would even recommend that friends participate in this type of research.

Limitations and Future Research

With respect to the limitations of this study, it appears that the cover story was not entirely effective. Respondents who discovered the real intent of the research may have been primed to think consciously about their personal values resulting in responses that represent explicit rather than implicit values. If participants were primed they may also have adjusted their overall ratings in what they perceived to be a socially desirable manner. However, because the criterion domains were all framed as desirable facets of organizational performance, it is not entirely clear what responses are in fact socially desirable. The substantial range of values and values profiles elicited also helps to alleviate these concerns. In future policy-capturing studies however, it would be desirable to minimize the potential for priming effects. One possible way to accomplish this would be to only include descriptive scenarios without the overall cue ratings, thus making the evaluative process more subjective and less susceptible to manipulation.

Another potential limitation lies in the use of a strictly student population enrolled in a limited number of programs and with limited work experience. Although a student sample is largely sufficient for the purposes of this validation effort, it is not clear whether the values profiles elicited are representative of the broader population. Interesting questions for future research concern whether values change with life and

work experience, whether different industries are characterized by different values profiles, and how values are construed across a broader range of professional training.

The validity evidence here provides a foundation for a number of additional lines of research. Of particular interest is the relationship between values and actions at both the individual and corporate levels. In light of the many challenges currently facing society, what values are consistent with actions that promote societal welfare across the economic, social, and environmental domains? Do particular values or values profiles increase or decrease the propensity for (un)sustainable actions? Similarly, can the values in the tripartite typology be linked to ethical and moral (mis)conduct? Understanding the antecedents of different values types is also of interest. How does education and professional training affect values formation? How do organizational or field-level values impact or relate to individual values? Finally and perhaps most importantly, what causes values to shift and what possibilities exist for values change consistent with a more sustainable future? In the following chapter I report on research designed to address some of these questions.

Conclusion

The many challenges facing human society across the business, societal, and natural domains provide the context for the policy-capturing validation effort undertaken in this chapter. A number of authors have suggested that values, that is, what we care about, will play a fundamental role in our ability to address and respond in a meaningful way to these challenges. To date there have been relatively few empirical studies examining the role of values relative to B-S-N phenomena, although both social issues and environmental management scholars have spoken to the importance of values in a

limited way. This study contributes to this important area of research and provides interested scholars with a methodology for comprehensively measuring individual's economic, social, and environmental values.

Chapter Five: Examining the Relationship between Human Values and Corporate Actions Propensity

The societal perspective of the embedded view outlined in Chapter 2 indicates the need to engender strength actions and minimize concern actions across all three societal domains. Because corporate actions are rooted in the individual behaviour of organizational members, it is important to understand the behavioural and motivational factors that lead to different types of corporate action. Across the social sciences values are widely viewed as a key determinant of human behaviour and social action. As deeply seeded, psychologically embedded beliefs about what goals are desirable and how those goals should be achieved, values help to shape all forms of human activity and strongly influence how people relate to each other and to the natural environment around them. In a world where human activity is at the root of widespread economic turbulence, social tension, and environmental degradation, there is a need to better understand how values affect behaviour, and more specifically, what values affect what behaviour. Examining the relationship between values and behaviour within an organizational context is particularly important given the dominant role business enterprise plays within modern society.

In Chapters 3 and 4 I developed typological frameworks and corresponding measurement instruments to comprehensively assess corporate actions and human values relevant to issues of societal sustainability. In this chapter I build upon this conceptual and methodological foundation to more closely examine how economic, social, and environmental values differentially relate to individuals' corporate actions propensity. I

begin by expanding the conceptual definitions of the values outlined in Chapter 4, and define the construct of balanced values as a composite profile of the three basic values. I then develop theoretical propositions relating values to corporate actions propensity, and describe the research design used to test these hypotheses.

Results drawn from a student sample supported the majority of hypotheses, and contain a number of key findings. In line with expectations, I found that economic values are negatively related to strength actions across the social and environmental dimensions and positively related to concern actions across all three actions dimensions.

Furthermore, tests of group differences show that individuals with strong economic values have significantly greater propensity to engage in concern actions as compared to individuals with balanced values. A particularly strong finding that was not hypothesized involves the effect of gender on corporate actions propensity. According to this research, males are significantly more likely to engage in concern actions as compared to females, and females are significantly more likely than males to engage in social and environmental strength actions.

Human Values

Organizational behaviour scholars consider human values to be a key construct underlying human motivation and behaviour (Locke, 1991). Human values can be considered trans-situational goals (Latham, 2007), and are defined as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence” (Rokeach, 1973: 5). Thus, embedded within human values are both desired ends, and the desired means to achieve those ends. In Chapter 4 the economic, social, and

environmental dimensions reflecting broad societal objectives were conceptualized as value dimensions at the individual level. This is logically consistent in that the aims and objectives of society must necessarily be held by the individual members of society. Of course, individuals do not share all societal objectives equally, and may vary significantly in their personal values orientation. Because economic, social, and environmental values each imply a different outcome orientation and differing means to the attainment of desired objectives, individual differences in values can be expected to play an important role in determining ones' propensity to engage in either strength or concern actions across the three domains.

Economic, Social, Environmental and Balanced Values

Economic Values

Consistent with neo-classical economic theory, economic values give pre-eminence to profit-maximization as the desired end goal. Financial outcomes and indicators are primary within economic theory, and acting in ones' rational self-interest is seen to be the behavioural means to achieving superior financial ends. From an economic perspective, business decisions and corporate actions should be fully guided and are ultimately justified by the firms' resultant financial position. The normative orientation towards profit maximization is not applied only to core business activities, but extends to anything a firm does, including such things as social investment and philanthropic donation. In a recent exchange, Donald Siegel epitomized strong economic values, stating: "In my opinion, executive decision-making should be focused exclusively on profit maximization, or more precisely, on shareholder wealth maximization" (Waldman & Siegel, 2008, p. 118). Extending this to the domain of CSR, he further

argues: “Managers have a moral obligation to pursue profit and to engage in social responsibility only when there is a clear return on this investment” (Waldman & Siegel, 2008, p. 119). In sum, economic values relate to financial objectives and the use of rational and quantifiable means to their attainment.

Social Values

The dominant concern underlying social values is with the well-being of humans both individually and collectively. At their most basic level, social values relate to the sanctity of human life, and the meeting of human needs, such as those for existence, relatedness, and growth (Alderfer, 1972). The means to achieving social well-being include acting ethically and morally, with respect of all persons, especially the least-advantaged, and protecting and advancing basic human rights. These values are consistent with a stakeholder view that sees all stakeholders as having intrinsic moral worth (Donaldson & Preston, 1995). Individuals with strong social values are oriented towards maintaining positive social relations and with improving human wellbeing.

Environmental Values

The primary objective underlying environmental values, referred to by some as ecological values (Bansal & Roth, 2000), is with maintaining the integrity of the earth’s biophysical systems upon which life depends. The means to achieving environmental integrity are to minimize environmental impacts, reduce resource consumption and waste, and to act with precaution in human development initiatives (Gibson, 2001). Nature is seen to have intrinsic worth, and in the extreme, strong environmental values reject “the premise that humans occupy a privileged place in nature” (Gladwin et al., 1995, p. 886). Human needs, aims, and objectives should thus be subject to the primary goal of

maintaining biophysical systems and the protection of non-human species. Paul Watson, head of the Sea Shepherd Conservation Society, represented strong environmental values in stating that the annual Canadian seal hunt is an even greater tragedy than the death of four sealers (Canadian Press, 2008). In sum, environmental values relate to the desired end-state of natural systems integrity and the means of human adaptation to, rather than domination over, the natural environment.

Balanced Values

It is unlikely that economic, social, and environmental values are mutually exclusive. Individuals are capable of pursuing multiple objectives simultaneously, and may have concurrent enduring beliefs regarding the desirability of financial outcomes, human well-being, and environmental integrity. Whereas the values discussed so far imply a dominant orientation towards one of the economic, social or environmental domains, it is possible for individuals to have a relatively balanced values profile across the three domains. Balanced values can be defined as the enduring belief that economic, social, and environmental objectives are mutually desirable and interrelated. As such, balanced values give pre-eminence to societal welfare as the desired end state. Because society is practically represented within the firm's stakeholder complex, the behavioural means associated with balanced values is to act with regard for all stakeholder interests, financial and otherwise. That is, financial concerns are not given ultimate precedence, but are balanced within a holistic frame of stakeholder needs, interests, and demands. From an empirical perspective, balanced values imply a relatively equal weighting of economic, social, and environmental values.

Theory and Hypotheses

According to Rokeach (1973), values are hierarchically ordered into relatively enduring value systems. Thus, individuals can vary with regards to the values they hold most strongly, and with regards to the strength in which particular values are held. Because values act as normative guides for appropriate behaviour, the variance in values between and within individuals can be expected to differentially affect the propensity to engage in certain types of corporate action. Importantly, values are not equivalent to behaviour or action, but rather the ‘enduring belief’ that certain outcomes and actions are personally or socially preferable. Values are not necessarily conscious, and may be unobservable and unrealized by an individual (Rokeach, 1973). Furthermore, individuals do not always act in accordance with even strongly held beliefs, and subsequently the correspondence between values and actions will be less than perfect. It is, however, possible to consider the types of actions that may tend to follow from each of the three values described above.

The pursuit of profit through rational and calculative means is central within economic values. Strong form economic values imply a singular focus on financial outcomes and indicators of corporate performance. If one believes that only the numbers count, there is little reason to consider organizational impacts that are non-quantifiable and/or not documented in corporate financial reports. Thus, individuals with strong economic values may not be fully aware or even cognizant of the social or environmental consequences of firm actions. According to economic reasoning, there is no justification for engaging in actions that do not have clear economic payoffs. Because the links between social and environmental issues and financial performance are often unclear,

managers may resist taking remedial action even when negative societal impacts are quite obvious. Furthermore, the pre-eminence of financial outcomes within an economic value system suggests that individuals may act to promote their own financial welfare to the exclusion or detriment of other stakeholder interests. Campbell notes that:

There are plenty of examples of firms who, in the pursuit of profit, have exhibited all sorts of socially irresponsible corporate behavior, such as deceiving customers, swindling investors, exploiting and even brutalizing employees, putting consumers at risk, poisoning the environment, cheating government, and more (2007, p. 2).

Individuals with strong economic values may be inclined not only to act without regard for social and environmental standards, but also to engage in actions that are concerning from a financial perspective if they perceive it to be in their immediate self-interest to do so. For example, the Enron-Arthur Anderson debacle demonstrates the lengths that some individuals will take to maintain the illusion of profit in the face of massive financial losses, and the grave societal implications of those actions. The relationship between strong profit motives and financially questionable actions is also seen to underlie the sub-prime mortgage crisis that has precipitated ongoing turmoil in the global financial markets. This leads to the following predictions:

Hypothesis 1a: Economic values will be positively related to economic strength actions propensity and negatively related to social and environmental strength actions propensity.

Hypothesis 1b: Economic values will be positively related to concern actions across all dimensions.

Individuals with strong social values will be especially sensitive to the human dynamic both within the firm and in broader society. The goal of advancing human well-being transcends firm operations, and can be expected to affect both intra-firm and extra-firm actions. Within the organization, social values should be related to issues of ethical behaviour, workplace health and safety, labour relations, and diversity. Individuals with strong social values will also be concerned with how firm activities impact social welfare throughout the supply chain. This could lead, for example, to purchasing behaviour that avoids sourcing from conflict zones or from firms employing child labour. Finally, socially oriented individuals may use the corporation as a vehicle for enacting positive social change through such things as community support initiatives and philanthropic donations to human rights causes. This suggests that:

Hypothesis 2a: Social values will be positively related to social strength actions propensity.

Hypothesis 2b: Social values will be negatively related to social concern actions propensity.

Just as strong social values are expected to motivate social actions, strong environmental values are likely to increase the propensity for proactive environmental behaviour. Numerous authors have suggested that managerial values are an important predictor of corporate environmental action (Egri & Herman, 2000; Sharma, 2000; Shrivastava, 1995a). Bansal's (2003) qualitative research also suggests that ecological values are necessary to motivate pro-environmental firm action. Because environmental values are based on the desired outcome of environmental integrity, individuals with these values will be more attuned to the environmental consequences and implications of

firm actions. When they recognize that firm actions are inconsistent with natural systems integrity, they are more likely to take remedial action to rectify the perceived problem. Furthermore, individuals with strong environmental values will see the need to pursue proactive initiatives that lessen the firm's environmental impact, and to take precautionary measures when the total environmental impact of a given action is unknown. Conversely, individuals with weak economic values will not recognize or regard as meaningful the impact of corporate actions on natural systems. Subsequently, they may be more likely to engage in environmentally destructive actions in the pursuit of other objectives. Although environmental values are widely suspected to underlie corporate environmental initiatives, there have been few if any direct tests of this hypothesis. Consistent with previous work and the analysis above, I predict the following:

Hypothesis 3a: Environmental values will be positively related to environmental strength actions propensity.

Hypothesis 3b: Environmental values will be negatively related to environmental concern actions propensity.

The discussion above suggests that individuals with balanced values recognize the desirability of outcomes across multiple domains. In addition to valuing financial outcomes, individuals with balanced values should place importance on a variety of other stakeholder concerns. As such, they are inclined to respond to and take actions that promote rather than degrade stakeholder interests. For example, when confronted with the enormous impact his carpet manufacturing company was having on the natural environment, Interface CEO Ray Anderson implemented a comprehensive initiative that

fundamentally reoriented the company's focus, product, and processes. Interface is now regarded as a leader in the area of sustainability.

Because they are attuned to the multiplicity of interests within the stakeholder complex, individuals with balanced values should also be inclined to act responsibly across all societal dimensions. When the interests and demands of different stakeholder groups conflict, these individuals will work to achieve a tenable balance rather than subject the interest of some stakeholders to those of others. Balanced values imply that profit pursuits are desirable insofar as they do not compromise, and act to promote other highly valued societal outcomes. The following propositions are suggested:

Hypothesis 4a: Balanced values will be positively related to strength actions propensity across all dimensions.

Hypothesis 4b: Balanced values will be negatively related to concern actions propensity across all dimensions.

Economic and balanced values are seen to have implications across all three societal dimensions. According to the arguments above, strong economic values will increase an individual's propensity to engage in actions of societal concern and decrease the propensity for actions of societal strength on the social and environmental dimensions. In contrast, balanced values should increase the propensity for strength actions, and decrease the propensity for concern actions. This suggests the following group-based hypotheses:

Hypothesis 5a: Individuals with strong economic values will have a greater propensity to engage in concern actions across all dimensions as compared to individuals with balanced values.

Hypothesis 5b: Individuals with balanced values will have a greater propensity to engage in social and environmental strength actions as compared to individuals with strong economic values.

The hypotheses specified thus far have focused on actions of societal strength and societal concern without considering the basic nature of the business within which those actions take place. In addition to the societal effects of specific actions, however, there are a number of industries that are themselves socially controversial. Controversial industries pose a significant real or perceived hazard to society, and are typically screened by social ratings agencies. For example, leading social indices including KLD's Domini 400, the Dow Jones Sustainability Index (DJSI) World, and FTSE4Good have exclusionary screens for tobacco, firearms and weapons, and nuclear power. Domini 400 and DJSI World also screen out firms in the alcohol and gambling industries.

In addition to influencing individuals' propensity to engage in certain types of corporate action, values may also be related to the type of employment individuals are willing to accept. Individuals with strong economic values may be inclined to work in industries that present considerable financial opportunity even if there exists a significant potential for negative social and environmental impacts. Given their principal focus on rational means and financial outcomes, these individuals may not be fully cognizant of the negative societal impact of a given industry or of the controversial nature of some industries. In contrast, individuals with balanced values are more likely to be sensitized to the societally controversial nature of certain industries, and may subsequently resist employment within these industries if given the choice. The following hypothesis is suggested:

Hypothesis 6: Individuals with strong economic values will be more willing to work in controversial industries (alcohol, firearms and weapons, gambling, nuclear power, tobacco) than individuals with balanced values.

Methods

Sample and Procedure

The data reported here is drawn from the second administration of the corporate actions propensity survey described in Chapter 3 and the policy-capturing survey described in Chapter 4. A total of 351 students completed the actions propensity measure, and 330 completed the values measure. After outlier removal (see Chapter 4) I was left with 282 matching surveys that could be used to test the hypotheses relating values to corporate actions propensity. Complete details regarding the sample and procedure can be found in Chapters 3 and 4.

Outcome Measures

Corporate Actions Propensity. The multi-dimensional corporate actions propensity construct was the primary outcome variable of interest in this research. As described in Chapter 3, the behavioural propensity survey consists of six sub-scale measures including economic-strength, economic-concern, social-strength, social-concern, environmental-strength, and environmental-concern. Further details regarding the scales and their psychometric qualities can be found in Chapter 3.

Willingness to Work in Controversial/Control Industries. A measure of individuals' willingness to work in controversial industries was adapted from the KLD social ratings indices and used as a secondary outcome variable in this study.

Respondents were asked to indicate how willing they would be to work in five industries

identified as controversial within the KLD assuming that an attractive job was available, but the controversial nature of these industries was not mentioned directly. Controversial industries include alcohol, firearms and weapons, gambling, nuclear power, and tobacco. As a control measure, five additional industries not-typically considered controversial within social ratings indices were also rated. Control industries sampled include apparel, automotive, construction, oil and gas, and telecommunications. Responses were captured through an 11-point Likert-type scale ranging from 0% (Completely unwilling) to 100% (Completely willing). The controversial/control industries measures were included as part of the corporate actions propensity survey (Appendix F).

A principal components analysis with varimax rotation constrained to extract two factors resulted in a reasonably clean distinction between controversial and control industries. However, contrary to the original classification based on social ratings exclusionary screens, alcohol loaded on the control dimension and oil loaded on the controversial dimension. These results are not particularly surprising given that alcohol is unlikely controversial within the student population sampled, and the widely held view that oil is a “dirty” industry due to its negative environmental impacts. With these two industries removed, scale reliabilities for the 4-item controversial and control industries scales were .82 and .77 respectively. Notably, the mean score on the controversial scale (3.64) was considerably lower than the control industries mean (6.69).

Predictor Measures

Economic, Social, and Environmental Values. The three primary values were measured through the policy-capturing procedure detailed in Chapter 4.

Balanced Values. The measure of balanced values reflects a profile assessment of respondents' economic, social, and environmental values and was created through a 2-step process. First, the beta weights derived from the policy-capturing regressions were converted to a usefulness index (UI; Darlington, 1968) calculated as the ratio of variance accounted for by a given variable to the total variance accounted for by the model. As such, with uncorrelated predictors, the UI measures the relative importance of each variable as a predictor of an individual's overall rating. Using beta weights versus UIs pertains to slightly different operationalizations of values strength. The first measures strength in absolute terms based on the beta weight on a given value dimension, whereas the second measures strength relatively based on the individuals overall values profile.

Second, UI scores were used to create a values variance index (VVI) reflecting the relative discrepancy between individual's economic, social, and environmental values. The VVI was calculated as the sum of all absolute differences between a respondent's UIs. Because UIs are calculated in percentage terms, VVI scores potentially range from 0 to 200. For example, in a case where only the economic cue predicts variance in the criterion (i.e. accounting for 100% of the variance), the resulting VVI score would equal 200 $((100\%_{eco} - 0\%_{soc}) + (100\%_{eco} - 0\%_{env}) + (0\%_{soc} - 0\%_{env}) = 200)$. In the other extreme, if all cues were weighted equally, the resulting VVI score would equal 0 $((33.33\%_{eco} - 33.33\%_{soc}) + (33.33\%_{eco} - 33.33\%_{env}) + (33.33\%_{soc} - 33.33\%_{env}) = 0)$. In order to facilitate interpretation I reverse scored the index so that higher values indicate more balanced values.

Group Membership. Group membership for strong economic values and balanced values groups were calculated from the raw UI scores and the VVI respectively.

In order to conduct additional analysis I also created strong social and strong environmental values groups. In all cases an 80th percentile cut-point was used. This cut-point allowed for unambiguous assignment to one of the four groups, maintained the distinctiveness of values profiles between groups, and ensured sufficient sample size within each group. The strong economic, social, and environmental values groups contained individuals whose UI scores were in the top 20th percentile on the economic, social, and environmental variables respectively. Likewise, the balanced values group contained individuals whose VVI scores were in the top 20th percentile. Groups were coded within a single variable, which also ensured assignment to only one of the four groups.

Control Measures

Because values are an individual level construct, there may be a number of other individual-difference variables that relate to different values orientations. Although practical concerns preclude an extensive analysis of additional individual differences, it is of interest to explore whether the demographic indicators of gender, age, work experience, and nationality are related to individuals' values. These variables were all assessed through single self-report measures. Gender was represented as a dummy variable (male = 0, female = 1), whereas age was a continuous variable. Length of full-time work experience was initially captured categorically and was converted to a dummy variable (0 = < 5 years, 1 = 5 years or more). Self-reported nationality was also converted to a dummy variable distinguishing between Canadian and non-Canadian participants (0 = non-Canadian, 1 = Canadian). I also included program enrolment as a

control, distinguishing between students in business, social work/sociology, and environmental studies/geography programs.

Analysis and Results

Primary Analysis – Correlations and Group Differences

Zero-order correlations, means, and standard deviations for the study variables are provided in Table 17. Statistically significant relationships were found between the vast majority of variables, and in particular, all relationships between the three primary values types and the actions propensity variables were found to be highly significant ($p < .01$). Beta-weight values scores were extremely highly correlated with UI values scores (.937 - .962), and had identical patterns of relationships with the actions propensity variables. For the following analyses, UI scores were used to create the balanced values variable, and to make group distinctions. All other results reported are based on beta-weight values scores because UI scores were found to be highly multicollinear in regression. Aside from the regression analyses, parallel analyses were conducted throughout using beta-weight scores and UI scores, and identical patterns of results were found in all cases.

Hypothesis 1a proposed that economic values would be positively related to economic strength actions propensity and negatively related to social and environmental strength actions propensity. As expected the relationship between economic values and economic strength propensity was positive and significant ($r = .419, p < .001$). Also as expected, economic values had a significant negative relationship with both social strength propensity ($r = .302, p < .001$) and environmental strength propensity ($r = -.326, p < .001$). With respect to hypothesis 1b, economic values were found to correlate positively with all concern actions propensity types as predicted. Notably, economic

Table 17: Means Standard Deviations and Zero-Order Correlations of Main Study Variables and Control Variables

Main Study Variables	<i>M</i>	<i>SD</i>	1	2	3	4
1. Economic Values (Beta)	.484	.198				
2. Social Values (Beta)	.488	.127	-.644***			
3. Environmental Values (Beta)	.475	.132	-.644***	.316***		
4. Economic Values (UI)	.348	.237	.962***	-.725***	-.762***	
5. Social Values (UI)	.333	.158	-.731***	.941***	.191***	-.739***
6. Environmental Values (UI)	.319	.160	-.701***	.144*	.937***	-.749***
7. Balanced Values	-.718	.468	-.032	.351***	.444***	-.247***
8. Economic Strength	7.891	1.65	.419***	-.234***	-.189***	.367***
9. Economic Concern	3.122	1.708	.312***	-.304***	-.173**	.319***
10. Social Strength	8.149	1.340	-.302***	.349***	.197***	-.325***
11. Social Concern	3.355	1.827	.481***	-.390***	-.307***	.479***
12. Environmental Strength	7.751	1.408	-.326***	.182**	.342***	-.345***
13. Environmental Concern	2.589	1.889	.436***	-.328***	-.363***	.453***
14. Controversial Industries	3.639	2.781	.417***	-.279***	-.295***	.414***
15. Control Industries	6.685	2.388	.298***	-.136*	-.149*	.263***
Control Variables						
16. Gender	.520	.500	-.423***	.319***	.243***	-.412***
17. Age	22.380	5.701	-.300***	.218***	.051	-.247***
18. Work Experience	.111	.315	-.229***	.152*	.087	-.205**
19. Nationality	.687	.464	-.053	-.005	.047	-.048
20. Business	.642	.480	.499***	-.241***	-.316***	.459***
21. Social Work/Sociology	.156	.364	-.429***	.354***	.079	-.362***
22. Env. Studies/Geography	.092	.289	-.207***	-.107	.323***	-.204***

Note. Coding for dummy variables: Gender (male = 0, female = 1); Work Experience (0 = < 5 years, 1 = 5 years or more); Nationality (0 = other, 1 = Canadian).

* $p < .05$

** $p < .01$

*** $p < .001$

Table 17 (Continued)

Main Study Variables	5	6	7	8	9	10
5. Social Values (UI)						
6. Environmental Values (UI)	.107					
7. Balanced Values	.137*	.230***				
8. Economic Strength	-.310***	-.235***	.154**			
9. Economic Concern	-.320***	-.154**	-.110	.082		
10. Social Strength	.326***	.158**	.115	.103	-.484***	
11. Social Concern	-.405***	-.308***	-.064	.268***	.729***	-.508***
12. Environmental Strength	.178**	.334***	.134*	.046	-.404***	.655***
13. Environmental Concern	-.328***	-.346***	-.125*	.168**	.684***	-.498***
14. Controversial Industries	-.302***	-.314***	-.049	.303***	.456***	-.272***
15. Control Industries	-.195**	-.196**	.032	.298***	.255***	-.043
Control Variables						
16. Gender	.355***	.258***	.051	-.273***	-.399***	.363***
17. Age	.291***	.078	-.120*	-.256**	-.252***	.157**
18. Work Experience	.197**	.108	-.023	-.262***	-.123*	.054
19. Nationality	.025	.047	-.085	-.014	-.101	-.044
20. Business	-.307***	-.376***	.134*	.427***	.289***	-.189***
21. Social Work/Sociology	.451***	.091	-.185**	-.481***	-.326***	.206***
22. Env. Studies/Geography	-.099	.399***	-.092	-.102	.009	.029

values did not only correlate positively with social concern ($r = .481$, $p < .001$) and environmental concern ($r = -.328$, $p < .001$), but also with economic concern ($r = -.304$, $p < .001$), indicating that the stronger one's economic values the greater the propensity to engage in actions with financially negative impacts. Thus, the correlational evidence fully supported hypothesis 1.

Hypothesis 2 deals with the relationship between social values and the social dimension of the actions propensity typology. Social values were found to correlate

Table 17 (Continued)

Main Study Variables	11	12	13	14	15	16
11. Social Concern						
12. Environmental Strength	-.481***					
13. Environmental Concern	.723***	-.623***				
14. Controversial Industries	.548***	-.245***	.423***			
15. Control Industries	.324***	.008	.217***	.589***		
Control Variables						
16. Gender	-.475***	.326***	-.418***	-.475***	-.230***	
17. Age	-.294***	.195***	-.295***	-.187***	-.098	.222***
18. Work Experience	-.148**	.118*	-.145**	-.050	-.045	.177**
19. Nationality	-.079	.044	-.134*	.053	.047	.037
20. Business	.426***	-.294***	.445***	.355***	.344***	-.365***
21. Social Work/Sociology	-.404***	.178**	-.374***	-.285***	-.239***	.321***
22. Env. Studies/Geography	-.084	.186***	-.155**	-.093	-.079	.056

Table 17 (Continued)

Control Variables	17	18	19	20	21
17. Age					
18. Work Experience	.653***				
19. Nationality	.114*	.075			
20. Business	-.475***	-.319***	-.068		
21. Social Work/Sociology	.610***	.429***	.178**	-.576***	
22. Env. Studies/Geography	-.141**	-.116*	.134**	-.425***	-.137**

positively with social strength propensity ($r = .349, p < .001$) and negatively with social concern propensity ($r = -.390, p < .001$) as predicted in hypothesis 2a and 2b respectively.

Although predictions were not made between social values and the economic and environmental actions types, it is interesting to note the significant relationships found

between these variables. Specifically, social values were negatively related to both economic strength ($r = -.234, p < .001$) and economic concern ($r = -.304, p < .001$) actions. On the environmental dimension, social values correlated positively with environmental strength propensity ($r = .182, p < .01$) and negatively with environmental concern propensity ($r = -.436, p < .001$).

The pattern of results between environmental values and the various actions types was identical to that for social values, and again supported the hypotheses.

Environmental values correlated positively with the environmental strength variable ($r = .342, p < .001$) and negatively with environmental concern ($r = -.363, p < .001$). Again, not hypothesized but as with social values, environmental values correlated negatively with both forms of economic actions; correlating $-.189, p < .001$ with economic strength and $-.173, p < .01$ with economic concern. In contrast, environmental values positively related to social strength actions ($r = .197, p < .001$) and negatively with social concern actions ($r = -.307, p < .001$).

Hypothesis 4 concerns the relationship between balanced values and the various actions types. It was predicted that balanced values would be positively related to strength actions (Hypothesis 4a) and negatively related to concern actions (Hypothesis 4b) across all dimensions. Balanced values correlated $.154, p < .01$ with economic strength, $.134, p < .05$ with environmental strength, and $-.125, p < .05$ with environmental concern. Although these relationships are in line with the hypotheses, none of the other predicted relationships between balanced values and propensity types were statistically significant at the .05 level. Notably however, the relationships with economic concern

and social strength were in the hypothesized direction and approached traditional levels of statistical significance. Thus hypothesis 4a and 4b were partially supported.

Hypotheses 5 and 6 are group-based predictions of differences in actions propensity for individuals with strong economic values as compared to individuals with balanced values. I conducted independent samples t-tests to test these hypotheses (Table 18). In almost all cases mean scores on the test variables were significantly different between the strong economic and balanced values groups. Individuals with strong economic values were found to have a significantly greater propensity to engage in concern actions across all dimensions as compared to individuals with balanced values. In contrast, the balanced values group had significantly higher mean scores across all strength actions dimensions. These findings fully support hypotheses 5a and 5b.

Similar results were found with respect to willingness to work in controversial industries. In support of hypothesis 6, individuals with strong economic values were more willing to work in controversial industries than individuals with balanced values ($t = 2.25, p < .05$). This finding is strengthened by the fact that no significant difference was found between groups for the control industries.

Secondary Analysis - Regressions

Aside from the partial support found for hypothesis 4a and 4b, the correlational evidence and tests of group differences fully supported the hypothesized relationships. To further assess the relationship between values and corporate actions propensity I conducted two sets of regression analyses to see if values would differentially predict the six different actions domains. Regressions were first run using only the three primary economic, social, and environmental values as predictors, and in the second set of

Table 18: Mean Differences between Strong Economic and Balanced Values Groups^a

Variable	Strong Economic Values (n = 58)		Balanced Values (n = 53)		t
	M	SD	M	SD	
Economic Strength	8.61	1.13	8.45	1.01	.80
Economic Concern	4.04	1.63	3.24	1.72	2.51*
Social Strength	7.44	1.70	8.17	1.52	-2.38*
Social Concern	4.65	1.75	3.91	1.71	2.27*
Environmental Strength	6.88	1.52	7.65	1.51	-2.68**
Environmental Concern	4.01	1.93	2.87	1.81	3.21**
Controversial Industries	5.37	2.90	4.09	2.62	2.25*
Control Industries	7.34	2.14	7.12	2.23	.54

^a Two-tailed tests

* p < .05

** p < .01

regressions I accounted also for the six control variables. In all cases, an assessment of the Durbin-Watson test statistic and a visual review of the standardized error distribution, normal probability plot, and residuals scatterplot confirmed that the assumptions of multiple regression were not violated (Tabachnick & Fidell, 1996).

Regressions Without Control Variables. As seen in Table 19, values were found to differentially predict the various actions types and in a manner consistent with the hypotheses. Models accounted for between 11 and 23 percent of the variance in the criterion variables, and all models F s were highly significant.

Not surprisingly, economic values were the strongest predictor of economic strength actions ($b = .576, p < .001$), though environmental values were also found to positively predict this dimension to a lesser degree ($b = .152, p < .005$). With respect to economic concern action, economic values was again a positive predictor, and in this case the only positive predictor ($b = .210, p < .05$). In contrast, social values, negatively predicted the economic concern variable ($b = -.173, p < .05$).

On the social dimension, social values were found to positively predict social strength ($b = .274, p < .001$) and negatively predict social concern actions ($b = -.138, p < .05$). However, economic values was a much stronger predictor of social concern actions and in the positive direction ($b = .378, p < .001$). The findings relating to environmental actions were much the same. As expected, environmental values positively predicted environmental strength actions ($b = .223, p < .01$) and negatively predicted concern actions on this dimension ($b = -.160, p < .05$). Again however, economic values was a stronger and positive predictor of environmental concern actions ($b = .265, p < .01$).

Table 19: Regressions Using Values to Predict Actions Propensity^a

Predictor Variable	Criterion Variable				
	Economic Strength	Economic Concern	Social Strength	Social Concern	Environmental Strength Environmental Concern
Economic Values	.576***	.210*	-.090	.378***	-.191* .265**
Social Values	.092	-.173*	.274***	-.138*	-.012 -.105
Environmental Values	.152*	.016	.053	-.021	.223** -.160*
Overall Model F	21.96***	12.10***	14.34***	29.72***	14.65*** 24.45***
Adjusted R ²	.18	.11	.12	.23	.13 .20
Standard Error	1.42	1.56	1.31	1.59	1.31 1.64
Degrees of Freedom	279	279	279	279	279 279

^a Standardized regression weights are reported

* p < .05

** p < .01

*** p < .001

Economic values were also found to negatively predict environmental strength action ($b = -.191, p < .05$).

On the whole the regression results are highly supportive of the hypotheses, and two findings are particularly notable. First, economic values were found to positively predict concern actions across all dimensions. This indicates that stronger economic values not only increase the propensity to inflict social and environmental harm, but also to engage in actions that potentiate financial harm. The second interesting finding concerns the distinctiveness of social and environmental values in relation to predicting the different criterion domains. Specifically, social values significantly predicted both social strength and social concern propensity, but did not significantly predict either of the environmental actions dimensions. Similarly, environmental values significantly predicted both environmental actions types, but not actions within the social dimension.

Hierarchical Regressions With Control Variables. Hierarchical regressions with control variables included (Table 20) accounted for substantially more variance than models without controls, with adjusted R^2 's ranging from .18 to .35. Again, the full model multiple R was highly significant in all cases. Although the values variables maintained predictive power beyond the controls in almost all cases, a number of regression coefficients were no longer statistically significant. Most notably, economic values did not significantly predict any of the outcome variables except economic strength when control variables were introduced. However, the distinctive pattern of significant beta coefficients for social and environmental values with respect to the social and environmental actions domains was maintained.

Table 20: Hierarchical Multiple Regressions Using Controls and Values to Predict Actions Propensity^a

Predictors	Criterion Variable											
	Economic Strength			Economic Concern			Social Strength			Social Concern		
	ΔR2	Beta		ΔR2	Beta		ΔR2	Beta		ΔR2	Beta	
Step 1	.258***			.181***			.146***			.301***		
Gender		-.032			-.275***			.297***		-.285***		
Age		.136			-.028			.073		-.077		
Work Experience		-.073			.038			-.087		.118		
Nationality		.079			-.034			-.102		.013		
Business		-.088			.217			-.097		.258*		
Social Work/Sociol.		-.517***			-.005			-.054		-.027		
Environmental		-.134			.164			.011		.082		
Studies/Geography												
Step 2	.026**			.012			.051***			.044***		
Economic Values		.305**			-.042			.076		.062		
Social Values		.096			-.154*			.283***		-.155*		
Environmental Values		.045			-.063			.064		-.092		
Full Model Statistics												
F	12.12***			7.73***			7.89***			15.77***		
Adjusted R2	.28			.19			.20			.35		
Standard Error	1.32			1.48			1.26			1.46		
Degrees of Freedom	271			271			271			271		

^a Standardized regression weights are reported

* p < .05

** p < .01

*** p < .001

By far the most interesting and unanticipated finding from the controlled regression analysis concerns the dominant effect of gender on the actions propensity variables. For all but the economic strength criterion gender was found to be highly significant, and in most cases of greater significance than the values variables. More so, the pattern of results strongly indicates that being male increases the propensity to engage in concern actions and decreases the propensity for strength actions. This maintains for all except the economic strength domain, for which social work/sociology enrolment was a negative and highly significant predictor. Business program enrolment was also found to have significant effects, positively predicting the social and environmental concern variables. The control variables of age, work experience, and nationality were not found to significantly predict the outcome variables in this sample.

Follow-up Gender Effects Analysis

The consistency and strength of the gender effects in the controlled regression analysis indicated the need to further examine the role of gender with respect to values and corporate actions propensity. The regression results were further confirmed and extended by an initial assessment of group differences (Table 21). Specifically, mean scores for males were significantly higher than females on all concern actions dimensions, whereas the female group had significantly higher mean scores for social and environmental strength. Although males had greater propensity toward economic strength actions, they were also more willing to work in controversial industries as compared to females.

In addition to differences in actions propensity, males and females were found on average to differ significantly both in their values scores and values profiles. Males had

Table 21: Mean Differences between Male and Female Groups^a

Variable	Male (n = 144)		Female (n = 138)		t
	M	SD	M	SD	
Economic Values	.569	.179	.402	.182	7.81*
Social Values	.445	.132	.527	.111	-5.64*
Environmental Values	.440	.145	.505	.110	-4.22*
Balanced Values	-.748	.512	-.701	.418	-.86
Economic Strength	8.365	1.209	7.474	1.850	5.37*
Economic Concern	3.836	1.698	2.474	1.435	8.07*
Social Strength	7.620	1.448	8.635	1.164	-7.20*
Social Concern	4.264	1.700	2.535	1.510	10.07*
Environmental Strength	7.269	1.484	8.186	1.176	-6.37*
Environmental Concern	3.416	1.864	1.839	1.568	8.52*
Controversial Industries	5.019	2.585	2.378	2.322	10.07*
Control Industries	7.262	2.175	6.165	2.461	4.40*

^a Two-tailed tests

* p < .001

significantly higher economic values as compared to females who had significantly higher social and environmental values. Interestingly, there was no difference between males and females in terms of balanced values. However, within-samples paired comparisons of average values scores confirmed that both men and women had significant differences in how strongly particular values were held. Males' economic values were significantly higher on average than their social and environmental values (Table 22). The opposite was true for the female group, whose social and environmental values were significantly stronger than their economic values (Table 23). For both the male and female groups however there was no significant difference in the relative

Table 22: *Paired Comparisons for Average Values Strength within the Male Sample (n = 144)*

Variable	<i>M</i>	<i>SD</i>	1	2
1. Economic Values	.570	.179		
2. Social Values	.445	.132	5.25*	
3. Environmental Values	.440	.121	5.10*	.43

Note: Cell values are *t* statistics

* $p < .001$

Table 23: *Paired Comparisons for Average Values Strength within the Female Sample (n = 138)*

Variable	<i>M</i>	<i>SD</i>	1	2
1. Economic Values	.402	.182		
2. Social Values	.527	.111	-5.69*	
3. Environmental Values	.504	.110	-4.87*	1.60

Note: Cell values are *t* statistics

* $p < .001$

strength of social and environmental values.

Given the highly significant group differences, I was interested to see if the hypothesized relationship between values and actions propensity would still uphold while controlling for gender. As seen in Table 24, the pattern of partial correlations controlling for gender is almost identical to that for zero-order correlations for the entire sample, with two minor differences being the non-significant relationships between social values and environmental strength, and environmental values and economic concern. The overall pattern however, remains fully consistent with the hypotheses.

I subsequently examined whether the patterns hypothesized held for each of the male and female groups respectively. Zero-order correlations for the male sample (Table 25) effectively replicated the findings from previous analyses and again confirmed the hypotheses. For the female sample though a number of differences were found (Table 26). Most noticeably, there was a dramatic decrease in the number of statistically significant relationships, and none of the relationships involving environmental values achieved traditional levels of statistical significance. As in previous analyses, females' social values were found to be significantly and negatively related to both economic strength and social concern actions. Economic values, however, had the strongest relationships with the outcome variables including a strong positive association with economic strength actions. At the same time, females' economic values had a strong positive relationship with social and environmental concern actions. Thus, while those relationships found significant within the female sample align with the hypotheses, the general pattern of findings is not as strong within this group as it was for the male sample.

Table 24: Partial Correlations Controlling for Gender

Variables	M	SD	1	2	3	4	5	6	7	8
1. Economic Values	.487	.199								
2. Social Values	.485	.129	-.605***							
3. Environmental Values	.472	.133	-.610***	.259***						
4. Economic Strength	8.058	1.554	.347***	-.174**	-.129*					
5. Economic Concern	3.113	1.647	.168**	-.207***	-.082	-.069				
6. Social Strength	8.160	1.402	-.167**	.260***	.115*	.267***	-.368***			
7. Social Concern	3.402	1.806	.344***	-.291***	-.219***	.119*	.635***	-.398***		
8. Environmental Strength	7.772	1.396	-.212***	.087	.282***	.207***	-.275***	.603***	-.374***	
9. Environmental Concern	2.603	1.825	.308***	-.227***	-.292***	.007	.572***	-.410***	.643***	-.584***

* p<.05

** p<.01

*** p<.001

Table 25: Zero-Order Correlations for Male Sample

Variables	M	SD	1	2	3	4	5	6	7	8
1. Economic Values	.569	.179								
2. Social Values	.445	.132	-.670***							
3. Environmental Values	.440	.145	-.767***	.492***						
4. Economic Strength	8.365	1.209	.292***	-.118	-.192*					
5. Economic Concern	3.836	1.698	.227**	-.246**	-.209*	-.140				
6. Social Strength	7.620	1.448	-.244**	.320***	.244**	.293***	-.421***			
7. Social Concern	4.264	1.700	.298***	-.316***	-.298***	.063	.684***	-.471***		
8. Environmental Strength	7.269	1.484	-.275**	.165*	.354***	.174*	-.348***	.658***	-.418***	
9. Environmental Concern	3.416	1.864	.345***	-.294**	-.408**	.027	.591***	-.439***	.611***	-.567***

* $p < .05$

** $p < .01$

*** $p < .001$

Table 26: Zero-Order Correlations for Female Sample

Variables	M	SD	1	2	3	4	5	6	7	8
1. Economic Values	.402	.182								
2. Social Values	.527	.111	-.532***							
3. Environmental Values	.505	.110	-.413***	-.119						
4. Economic Strength	7.474	1.850	.397***	-.233**	-.092					
5. Economic Concern	2.474	1.435	.095	-.149	.135	.029				
6. Social Strength	8.635	1.164	-.069	.162	-.118	.199**	-.364***			
7. Social Concern	2.535	1.510	.400***	-.255**	-.095	.223**	.644***	-.332***		
8. Environmental Strength	8.186	1.176	-.132	-.041	.151	.159*	-.266***	.539***	-.352***	
9. Environmental Concern	1.839	1.568	.265**	-.125	-.094	.078	.655***	-.367***	.707***	-.564***

* p<.05

** p<.01

*** p<.001

Exploratory Analysis of Group Differences

Although the group-based predictions specified above only address differences between individuals with strong economic values and those with balanced values, differences might also be reasonably expected with respect to strong social and environmental values groups. One-way ANOVA results (Table 27) confirmed that mean scores on the actions propensity and industry variables were significantly different between at least some of the four independent groups analyzed (strong economic, strong social, strong environmental, balanced). I subsequently followed up the omnibus *F*-tests with dyadic group comparisons.

In addition to the significant difference between individuals with strong economic versus balanced values reported above, the strong economic group was found to differ significantly from both the strong social and strong environmental values groups. The economic values group had significantly higher mean scores on both the economic strength and economic concern variables as compared to the social values group (Table 28). On the social and environmental dimensions however, the social group had significantly higher strength scores and significantly lower concern scores. Average scores on both the controversial and control industry variable were significantly higher for the economic group. Exactly the same pattern of results was found for comparisons between the strong economic and strong environmental values groups (Table 29). However, almost no differences were found between the strong social and environmental values groups (Table 30), which is interesting given that social and environmental values were found above to differentially predict the various outcome domains.

Table 27: Results of ANOVA for Values Groups

Variable	Source of Variation	Sum of Squares	df	Mean Square	F	p
Economic Strength	Between Groups	90.33	3	30.11	12.58	.000
	Within Groups	505.07	211	2.39		
	Total	595.40	214			
Economic Concern	Between Groups	68.52	3	22.84	8.99	.000
	Within Groups	535.84	211	2.54		
	Total	604.36	214			
Social Strength	Between Groups	45.767	3	15.26	8.10	.000
	Within Groups	397.41	211	1.88		
	Total	443.18	214			
Social Concern	Between Groups	171.22	3	57.07	20.95	.000
	Within Groups	574.93	211	2.73		
	Total	746.15	214			
Environmental Strength	Between Groups	61.92	3	20.64	11.35	.000
	Within Groups	383.69	211	1.82		
	Total	445.61	214			
Environmental Concern	Between Groups	159.06	3	53.02	17.58	.000
	Within Groups	636.42	211	3.02		
	Total	795.49	214			
Controversial Industries	Between Groups	277.65	3	92.55	13.46	.000
	Within Groups	1451.12	211	6.88		
	Total	1728.78	214			
Control Industries	Between Groups	89.75	3	29.92	5.37	.001
	Within Groups	1175.73	211	5.57		
	Total	1265.48	214			

Table 28: Mean Differences between Strong Economic and Strong Social Values Groups^a

Variable	Strong Economic Values (n = 58)		Strong Social Values (n = 49)		<i>t</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Economic Strength	8.61	1.13	7.16	2.20	4.18***
Economic Concern	4.04	1.63	2.51	1.29	5.31***
Social Strength	7.44	1.70	8.71	.96	-4.86***
Social Concern	4.65	1.75	2.55	1.49	6.65***
Environmental Strength	6.88	1.52	7.95	1.32	-3.86***
Environmental Concern	4.01	1.93	1.95	1.38	6.44***
Controversial Industries	5.27	2.90	2.65	2.88	4.68***
Control Industries	7.34	2.14	5.91	2.59	3.12**

a Two-tailed tests

** $p < .01$

*** $p < .001$

Table 29: Mean Differences between Strong Economic and Strong Environmental Values Groups^a

Variable	Strong Economic Values (n = 58)		Strong Environmental Values (n = 55)		t
	M	SD	M	SD	
Economic Strength	8.61	1.13	7.32	1.65	4.81**
Economic Concern	4.04	1.63	2.92	1.67	3.60***
Social Strength	7.44	1.70	8.29	1.13	-3.15**
Social Concern	4.65	1.75	2.63	1.63	6.34***
Environmental Strength	6.88	1.52	8.30	.95	-5.99***
Environmental Concern	4.01	1.93	1.96	1.74	5.94***
Controversial Industries	5.27	2.90	2.55	2.01	5.82***
Control Industries	7.34	2.14	5.99	2.48	3.12**

a Two-tailed tests

** p < .01

*** p < .001

Table 30: Mean Differences between Strong Social and Strong Environmental Values Groups^a

Variable	Strong Social Values (n = 49)		Strong Environmental Values (n = 55)		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>
Economic Strength	7.16	2.20	7.32	1.65	-.44
Economic Concern	2.51	1.29	2.92	1.67	-.14
Social Strength	8.71	.96	8.29	1.13	2.05*
Social Concern	2.55	1.48	2.63	1.63	-.27
Environmental Strength	7.95	1.32	8.30	.95	-1.52
Environmental Concern	1.95	1.38	1.95	1.74	-.03
Controversial Industries	2.65	2.88	2.55	2.01	.19
Control Industries	5.92	2.59	5.99	2.48	-.15

a Two-tailed tests

* $p < .05$

Discussion

The findings of this research confirm that peoples' basic values have important implications for the types of corporate actions they are likely to support or engage in, and subsequently for the sustainability challenges we are currently facing across the economic, societal, and environmental spheres. I found strong support across multiple analyses for the majority of the hypotheses, though the predicted pattern of relationships between balanced values and the actions types was only partially supported. In addition to the hypothesized relationships, the data showed very strong gender effects for both the values and actions propensity variables and on the relationships between them. The distinctive values profiles for the average male and female participant are particularly interesting in light of the significantly different actions propensities found for these groups. A number of the findings from this research warrant further discussion, including evidence pertaining to the validity of the values and actions propensity measures, the relationships between economic values and the actions and industries outcome variables, and the dominant gender effects on both values and corporate actions propensity.

Overall, the differential patterns of relationships between study variables and the confirmation of hypotheses provide further evidence to that reported in Chapters 3 and 4 of construct validity for both the values and corporate actions propensity measures. As expected, social and environmental values had significantly different and in fact completely opposite relationships to the outcome variables as compared with economic values. That is, in every case where economic values correlated positively with a propensity or industries variable, social and environmental values correlated negatively

and vice versa. And although social and environmental values shared identical patterns of correlations with the outcome variables, each was also found to differentially predict the respective outcome domains. In regression, social and environment values significantly predicted both strength actions (positively) and concern actions (negatively) within their respective domains, but did not significantly predict the relevant cross-domain outcomes. This extends the evidence of discriminant validity established in Chapter 4, where social and environmental values were each predicted by different programs of study. The fact that the values variables were found to correlate positively (and negatively) with the actions variables they were expected to correlate positively (and negatively) with also provides further evidence of the convergent and discriminant validity of the measures.

The substantive findings related to economic values are of particular interest not only because they differ dramatically from the other values types, but because they portray a consistent pattern that appears fundamentally at odds with the sustainability of the business, societal, and natural systems. Notably, economic values were positively associated with every one of the concern actions types, and when regressed with only the other values types, significantly and positively predicted concern actions propensity across all domains. Individuals with stronger economic values were also found to have a significantly decreased propensity to engage in actions that would preserve and enhance social and environmental welfare. The only favourable finding with respect to economic values was the increased propensity toward economic strength actions. However, while individuals with strong social and environmental values may be less inclined to promote

economic outcomes, it appears that they are also much less likely to compromise the financial integrity and viability of the firms for whom they work.

Interestingly, for almost all the predictor variables the relationship with economic strength was in the same direction as the relationship with economic concern. It appears that there may be a basic trade-off between individuals who pursue profit but are more likely to cause economic harm, and those who will not precipitate financial ruin but are less inclined towards profit maximization. Notably, only balanced values had a positive relationship with economic strength and a negative relationship with economic concern, although the latter relationship was only significant at the .07 level. Nonetheless, the outcomes associated with balanced values seem somewhat preferable especially when compared to those for individuals with strong economic values, who in their primary orientation towards profit pursuits appear more likely than others to erode the social, environmental, and even economic foundations of society.

Although strong support was found for almost all the hypotheses in this study, gender was found to be the single most significant explanatory variable of individuals' corporate actions propensity. Gender had a distinctive and highly consistent pattern of relationships with the outcome variables, which paralleled the relationships with social and environmental values. According to these results, being male is the strongest positive predictor of concern actions and males have a significantly greater propensity to engage in concern actions as compared to females. Being female, on the other hand, was found to be a strong positive predictor of both social and environmental strength actions, above and beyond social and environmental values respectively. These results were not anticipated at the outset of the study, but they do align with the body of findings

regarding gender and ethical behaviour. Although a number of studies report no gender effect in this regard, when significant effects are found they almost exclusively indicate that males are more likely to engage in unethical behaviour as compared to females (Robin & Babin, 1997; Roxas & Stoneback, 2004). Given that gender was not a central variable in this study but rather included as a control, it is interesting to note the consistency of the findings with this related body of research that has focussed more directly on gender issues.

Despite the strong role that gender appears to play with respect to corporate actions propensity, it does not negate the findings related to values. The strong support for the hypotheses while controlling for gender indicates that values do play a crucial role in determining the corporate actions an individual is likely to support, endorse or engage in. The data also indicate that the role of values may be particularly important for males, who on the whole appear more likely to engage in societally harmful actions.

Limitations and Conclusion

Despite the strong support for the study hypotheses, this work represents an initial test of the relationships between different values and the propensity to engage in different types of corporate actions. Given that the findings were fully derived from a North American student sample, the results cannot be assumed to generalize to active working populations or to individuals in different cultural or national contexts.

The findings with regards to a balanced values profile were also somewhat inconclusive in this research, and it appears that balanced values may not relate significantly to all of the different actions types. Although the pattern of relationships conformed to expectations, further research is needed to assess whether balanced values

or some other values profile lead to more sustainable actions outcomes across the different domains.

In the next chapter I summarize the key findings from this research, and consider the implications for both management practice and management education. I also review in more detail the limitations of the studies undertaken here and outline a number of avenues for future research that can extend this work.

Chapter Six: Summary, Implications, and Research Extensions

The research conducted here addresses the very real problems facing society, and throughout this work I have repeatedly reviewed evidence of the formidable economic, social, and environmental challenges with which current and future generations will have to contend. It is these challenges that provided the impetus for the studies undertaken here, and which led me to take a micro-behavioural approach in this research. The apparent leap from the macro systemic challenges at the societal level to psycho-behavioural individual-level factors within corporations reflects a number of premises upon which this work is based.

First, it is apparent that business, society, and nature are not discrete, independent, or separable domains, but rather interrelated, nested, and complex systems as depicted by the embedded view. Addressing problems of sustainability thus requires a comprehensive and integrative approach rather than the dyadic focus on either business-society relations or business-nature relations common within B&S and ONE research respectively (cf. Cohen et al., 2008). In particular, there have been recent concerns that sustainability has been predominantly defined as an environmental issue with an emphasis on industrial processes and technological solutions, to the neglect of the social, relational, and innately human aspects of sustainability (Gladwin & Berdish, 2010; Pfeffer, 2010). Throughout this work the conceptual analyses and typological frameworks reflect the comprehensive and multi-dimensional nature of societal welfare and sustainability.

The second premise is that corporations are the dominant institutions of our day, and as such the actions they undertake have a profound impact on all aspects of societal welfare. Corporate actions that degrade economic, social, or environmental value make the prospect of long-term sustainability increasingly uncertain. In contrast, actions that strengthen the economic, social, and environmental foundations of society potentiate a more sustainable future.

However, corporate actions are really a form of collective action and derive from the aggregated behaviours of the individuals who make up the corporation. Subsequently it is important to examine the root causes of human behaviour, particularly within the corporate context and in relation to the types of corporate actions that either benefit or harm society. Values, as deeply held and enduring beliefs about desirable end goals and the means to their attainment, are considered one of the most basic drivers of human behaviour. As such, I chose in this research to examine how individuals' values relate to their propensity to engage in different types of corporate actions across the economic, social, and environmental domains. Thus, the psychological constructs that form the core of the empirical analysis are conceptualized and structured directly in relation to the broad context of business, society, and nature.

This research makes both conceptual and methodological contributions to the literature and contains a number of key findings, which I review in this chapter. In light of the findings I consider the implications for both management practice and management education. The study limitations are also reviewed, and suggestions are made for future research that could address these limitations.

Conceptual and Methodological Contributions

The embedded view outlined in Chapter 2 represents an integration and extension of the social issues and environmental management literatures that together tend to portray an intertwined view of the B-S-N interface. As compared to the intertwined view, the embedded view more directly implies the need to comprehensively assess the economic, social, and environmental domains when considering issues of sustainability, and prompts a shift away from the predominant focus on organizational (primarily financial) outcomes to the multi-dimensional components of societal welfare. Building from the embedded perspective and previous research on values and corporate actions, I developed parallel typologies for my primary constructs using the tripartite economic, social, and environmental classification. In the absence of suitable existing measures, I set out to develop and validated a new scale of corporate actions propensity and a new method for assessing personal values.

A Six-Type Measure of Corporate Actions Propensity

Corporate actions propensity formed the primary outcome variable of interest in this research, and was defined as the propensity to engage in, support, or endorse a given type of corporate action. Behavioural propensity is similar to the concepts of behavioural intention and behavioural expectation, but relates to a probabilistic estimate or likelihood of doing something as opposed to a firm intent, and can be applied to situations or contexts that the respondent may not necessarily expect to be in. Examining actions propensity as opposed to a direct measure of actions allowed me to sample a much broader array of corporate actions across the relevant domains than would have been possible otherwise, given the inherent limitations of job scope and personal experience.

Following the scale development procedures outlined by Hinkin (1998), I have been able to demonstrate evidence on number of fronts pertaining to the validity of the corporate actions propensity measure. Through two different rating procedures, items derived from a comprehensive analysis of social ratings indices and sustainability-related statements of principle were first content validated using a panel of graduate student judges. Then, across multiple CFA analyses with two independent samples and two modes of assessment (online and pen-and-paper), the hypothesized six-factor model composed of strength and concern actions for each of the three content domains consistently fit the data better than the alternative theoretically viable models. Finally, the strong support found for the hypothesized relationships relating values to corporate actions propensity helps to further establish the discriminant and convergent validity of the measure.

In addition to the validity evidence, the iterative process used to develop and refine scale items resulted in the six sub-scales having strong internal consistency as indicated by alpha coefficients very near or above .80. Although there is of course need to further validate the scales with different samples and in relation to other relevant variables, the measure has to this point demonstrated strong psychometric qualities and provides behavioural scholars a new and seemingly robust tool with which to address sustainability issues.

A Policy-Capturing Approach to Values Measurement

The measure of values used in this research also represents a conceptual and methodological advance. Building from the economic versus stakeholder values classification made by Sully de Luque and colleagues (2008), I proposed that stakeholder

values are better represented as two distinct though related constructs, namely social and environmental values. In addition, and in order to address limitations of existing normative and ipsative values measurement techniques, I employed a policy-capturing methodology to assess individuals' economic, social, and environmental values. Though typically used to understand decision-making processes, policy-capturing as employed here allows for an assessment of relative values strength while being less susceptible to priming effects and social desirability influences.

As with the corporate actions propensity measure, evidence relating to the validity of the policy-capturing measure was demonstrated in a number of ways. First, the pattern of relationships between the values variables conformed to expectations, with the externally-oriented social and environmental values sharing a significant positive relationship with each other and a significant negative relationship with the self-oriented economic values. The policy-capturing values also showed convergent and discriminant validity with the normative measures of economic and stakeholder values used by Sully de Luque et al. (2008). In addition, and perhaps most convincingly, the three policy-capturing values were shown to be differentially predicted by individuals' program of study and also to differentially predict respondents' corporate actions propensity thus showing criterion-related validity. Overall, the policy-capturing measure performed as expected in this research, and appears to hold considerable promise for future values research within the B-S-N context.

Key Research Findings

The conceptual and methodological contributions just described were foundational to examining the primary questions of interest in this research, which

concern the differential relationships between values and corporate actions propensity. At the outset, the following four questions were posed: (1) Are specific values at the individual level related to specific types, or dimensions, of corporate action?; (2) Do some values positively predict propensity toward certain dimensions of corporate action and negatively predict propensity toward others?; (3) Do individuals with certain values have a greater propensity to adopt, support, and engage in actions of societal strength, or alternatively, actions of societal concern?; and, (4) Can we identify factors associated with different values orientations? Based on the results of this research, each of these questions can be answered quite strongly in the affirmative.

With respect to the first question, highly significant relationships were found between the primary values types and each of the six dimensions of corporate actions propensity. The distinctive pattern of relationships that emerged also confirmed that different values have different relationships with the actions propensity variables. Particularly notable is the total contrast between economic values on the one hand, and social and environmental values on the other. In every case where economic values had a positive relationship with an actions variable, the latter values had a negative relationship with the same variable. Furthermore, the pattern of relationships with economic values, though it confirms the hypotheses, paints a generally negative picture. On the positive side and not surprisingly, economic values had a strong positive relationship with economic strength actions. However, economic values also had a strong negative relationship with social and environmental strength actions, and perhaps more unsettling, a strong positive relationship with every one of the concern actions types.

Regression results extended the relational findings, and demonstrated that values do differentially predict the various outcome variables. This was particularly important as it showed the distinctiveness of the social and environmental values constructs, which could have been questioned based on the pattern of correlations. Instead, social values predicted both social actions types but not environmental actions, and environmental values predicted both environmental actions types but not social actions. Economic values were a significant predictor of almost all the outcome domains, and again contrasted sharply with social and environmental values by significantly and positively predicting each of the concern actions types.

Although the regression results almost universally supported the hypotheses, a strong and unanticipated finding emerged with one of the control variables. When the values variables were regressed with controls, gender was found to be a highly significant predictor of almost all of the actions propensity types. The direction of the significant beta coefficients across the different criterion domains is particularly notable. For all of the concern actions types, being female was a highly significant negative predictor. For social and environmental strength actions, being female was a highly significant positive predictor. Interestingly, gender did not significantly predict economic strength actions. On the whole then, it appears that females are predisposed toward strength actions and away from concern actions, whereas the opposite is true for males. It is also worth repeating that despite the strong findings related to gender, I still found full support for the hypotheses relating values to corporate actions propensity when controlling for gender.

The third question above queries whether individuals' values increase the propensity for either strength or concern actions. The overall results and in particular the tests of group differences confirm that this is the case. When compared to individuals with balanced, strong social, or strong environmental values, individuals with strong economic values were found to have a significantly greater propensity for concern actions and a significantly decreased propensity for social and environmental strength actions. When groups were constructed on the basis of gender, it was females who were significantly more likely to engage in social and environmental strength actions, and males who showed greater propensity for the three concern actions types.

Although the question of additional factors associated with individuals' values was not the primary focus of this research, two variables were found to be highly related to values. The first, program of study, was found to differentially predict the three values types. As expected, business, social work/sociology, and environmental studies/geography enrolment positively and independently predicted economic, social, and environmental values respectively. Of course, from the non-experimental design of this research it is not possible to determine whether program of study causally affects values, or whether values instrumentally affect individuals' choice of program. One suspects that both causal relationships are at play.

The second variable found to have a significant and meaningful relationship with values was gender. Not only was gender a highly significant correlate of all three values, but as already mentioned, gender was the strongest overall predictor across the different types of corporate actions propensity. The values profiles associated with the gender types are particularly interesting. Females' social and environmental values were

significantly stronger than their economic values. In contrast, males' economic values were significantly stronger than their social and environmental values. For both groups there was no difference in the strength of social and environmental values.

This latter finding, that social and environmental values on average group together in distinct gender-specific ways, is consistent both with the theoretical self-versus other-orientation of the different values types, and also with Gilligan's (1982) work on women's moral development. Gilligan found that whereas men tend to frame moral issues in terms of rights and issues of justice, the notion of responsibility within an ethic of care is central for females who tend to be more relationally oriented. She states that: "While an ethic of justice proceeds from the premise of equity – that everyone should be treated the same – an ethic of care rests on the premise of nonviolence – that no one should be hurt" (p. 174). The empirical finding that females are significantly less likely than males to engage in concern actions – actions that have the potential for, or result in, real societal harm – aligns closely with this basic distinction in moral orientation.

Implications for Management Practice

The findings of this research have important implications for organizations faced with shifting stakeholder expectations and increasing pressure to account for the broad societal impacts of their actions, economic and otherwise. Evidence to date suggests that achieving operational changes within corporations that correspond to real, meaningful improvements with respect to social and environmental impacts is no easy feat. Many organizations, it seems, opt for only the most superficial changes, and confine their primary social and environmental efforts to the domains of advertising and public

relations, or less graciously, to corporate spin and “greenwashing” (Laufer, 2003). And despite the global trends towards corporate social and environmental reporting (Kolk, 2003, 2005) and the wide embrace of the sustainability concept, at the broad system level business impacts are found to be increasingly unsustainable (Kallio & Nordberg, 2006; Welford, 1998).

Turning this tide will require more than changes in corporate rhetoric, and a shift towards substantive actions that can be traced to meaningful improvements in social and ecological conditions. According to the results here, organizations that wish to move in this direction and engage in broader array of strength actions across the three domains are more likely to be successful when the basic values of organizational members align with those actions. This research indicates that when economic values are particularly strong throughout the organization, there may be difficulty getting employees to support or engage in social and environmental initiatives. Subsequently, assessing and understanding employee values prior to adopting these initiatives could be of great help to managers. Efforts to bring values in line with the proposed actions, for example through employee education or hiring, could make the difference between an initiative that ultimately burdens the organization with more costs in terms of reporting requirements, management layers, decreased employee morale, and so on, and one that achieves significant improvements both for the organization and broader society.

The findings with respect to economic strength and economic concern actions are particularly interesting from a management practice perspective. As discussed in Chapter 5, there appears to be a trade-off between individuals with strong economic values who will push to maximize financial returns but are more likely to engage in risky or even

illegal economic activities, and those with stronger social and environmental values who will not unduly compromise the financial integrity of the firm but are less inclined to seek profit maximizing outcomes. In the extreme, individuals with very strong social and environmental values may fail to protect corporate interests if they neglect the economic requirements of organizational survival. However, given that business is characterized by extremely strong norms towards profit maximization and the likelihood that individuals with very strong social and environmental values pursue careers outside the corporate world, the risks associated with overly strong economic values appear somewhat more salient; particularly in light of the seemingly endless instances of corporate malfeasance and the ongoing global economic challenges they have precipitated.

Implications for Management Education

This research should also be of interest to management educators, as it paints a compelling picture of the relationship between business program enrolment and corporate actions propensity. This relationship can be neatly summarized in two points:

1. Economic values significantly increase the propensity to engage in concern actions and significantly decrease the potential of adopting social and environmental strength actions.
2. Business program enrolment is a very strong positive correlate of economic values.

These are concerning findings because it is business students who are most likely to pursue corporate careers and to eventually attain influential leadership positions within business. The question from a management education perspective is to determine how

business curricula might influence corporate actions propensity, either directly or indirectly by helping to shape students' values.

Ghoshal (2005) has somewhat controversially argued that the dominant management theories widely taught in business schools have played an important role in precipitating "bad" management practices. According to Ghoshal, the basic behavioural assumptions of radical individualism and opportunistic self-interest that underlie transactions-costs theory, agency theory, and the like become self-fulfilling prophecies when they are put into practice (2005; Ghoshal & Moran, 1996). He further states that "by propagating ideologically inspired amoral theories, business schools have actively freed their students from any sense of moral responsibility" (p. 76, 2005). Though the research here does not directly test Ghoshal's proposition, it does indicate that business students are considerably more likely than their peers in other university programs to engage in a wide range of concern actions. It remains an open question whether standard business curricula tends to further increase that propensity, although the finding that business enrolment incrementally predicted social and environmental concern actions beyond other study variables would seem to implicate management education to at least some degree.

Whatever the underlying factors, the results of this research indicate that business students have stronger economic values and a greater propensity for concern actions. At the very least this should prompt management educators to consider what might be done to lessen this propensity. Since the corporate scandals of the early 2000s there have already been fairly widespread efforts to promote greater ethicality amongst business students. These initiatives have been largely aimed at increasing students' ethical

awareness, either through dedicated business ethics courses and/or by integrating ethics-related content with traditional course delivery (Swanson & Fisher, 2008). The business school accrediting body The Association to Advance Collegiate Schools of Business (AACSB; 2010) has also bolstered its ethics curricular requirements, and defines “ethical understanding and reasoning ability” (p. 72) and knowledge of the “ethical and legal responsibilities of organizations in society” (p. 72) as key curriculum components.

Despite these efforts, it remains unclear whether programmatic changes are having their intended effect. It is perhaps instructive to note that the business school where this research took place is AACSB accredited and has an integrated ethics component within all core business courses. Given that a greater emphasis on ethics education has been promoted for some time and has been widely adopted within business schools, it should be determined if and under what circumstances this education is having a meaningful behavioural impact. In particular, there is considerable opportunity to examine whether business ethics education has a demonstrable effect on students’ values and corporate action propensity.

The proliferation of sustainability-oriented courses, specialization streams, and programs within business schools offers another point of comparison for future research. It seems reasonable to expect that students with stronger social and environmental values self-select into sustainability programs, and may show significant differences in their values profile and corporate actions propensities as compared to students in traditional management streams. However, although these comparisons may prove informative, in the interest of protecting economic, social, and environmental value, mitigating the

behavioural propensities associated with overly strong economic values may be the most critical task for management education going forward.

Limitations and Research Extensions

The limitations of this research provide a number of additional opportunities for future research that would help to extend the findings here. As mentioned throughout, this work was conducted exclusively with a student sample population with limited life and work experience. Because the primary theory developed and tested here concerns the within-person relationship between values and behavioural propensity, students are a valid sample with which to perform an initial test of the hypotheses. However, the use of students does limit the generalizability of the results, which cannot be extended directly to active working populations, to individuals with considerably more life experience, or beyond the cultural confines of North America. Although the inclusion of students from a range of academic disciplines is a strength of this research, it is obviously of interest to see if the results here can be replicated with broader and perhaps more relevant sample populations.

Most immediately this could be done with a sample of individuals employed full-time, preferably from a variety of industries and sectors. A replication of this sort would allow for both an additional test of the hypotheses and further examination of the gender effects associated with values and corporate actions propensity. This could prove particularly interesting given results from related research on gender and ethical behaviour. Specifically, work by Robin and Babin (1997) showed that significant differences in behavioural intent for males and females from student samples did not hold for individuals within professional samples. They speculate that overriding factors within

the occupational context or (self-) selection processes may be responsible for homogenizing the ethical intent of females and males in professional settings. Given that the corporate actions typology used here is related to but considerably broader than the domain of ethical actions, it would be interesting to see if corporate actions propensity is similarly non-differentiated within select professional samples. Future research with working individuals from different industries and across the private, public and not-for-profit sectors would give insight into the relative influence of values, gender, and occupational context on corporate actions propensity in different settings.

With respect to exploring factors associated with different types of corporate actions, this research is also limited in that I have focused solely on individual-level variables. This individual-level focus was thought to be important given the observation that people faced with very similar situations can act in very different ways. Furthermore, the substantial proportion of variance accounted for in the models indicates that important individual differences do exist with respect to the different outcome domains. However, because behaviour is a function of both the person and the environment (Lewin, 1936) a complete understanding of what motivates a given course of action must necessarily address contextual factors as well. There is great opportunity for future research to explore how contextual variables such as leadership style, incentive programs, regulatory structures, various stakeholder activities, industry, and so forth relate to the strength-concern actions typology used in this research. Of course, a particularly important situational factor from a behavioural perspective is social context – the values, norms, assumptions, and expectations commonly held by members of the relevant work group – often defined in terms of organizational culture or climate

(Denison, 1996). Because the policy-capturing values measure developed here is applicable across multiple levels of analysis, it could be usefully employed to examine how the contextual factor of organizational values influences the corporate actions propensity of organizational members.

An additional limitation of this research concerns the strict categorization of actions within the corporate actions typology. Because actions were categorized according to their primary, or what might be considered first-order impacts, the typology seems to suggest that a given corporate action only has impact on a single domain. As stated earlier however, any action likely has multiple impacts, and corporate actions in particular have the potential to play out across each of the economic, social, and environmental realms. Although categorical distinction of different actions is conceptually useful and even necessary within the structures of positivistic research and empirical hypothesis testing, it does not adequately account for the complexities and inherent tradeoffs that characterize the real world, or for the systemic relationship between business, society, and nature as depicted in the embedded view. Thus, a related shortcoming of the actions typology is that it fails to distinguish between the relative importance of financial, social, and environmental objectives that are implied by the notions of systemic limits and systemic dependency. Given these limitations, I devote the final chapter to a somewhat broader discussion of the embedded view and outline a number of prospects for future research stemming from the embedded perspective.

Chapter Seven: Building From the Embedded View: Prospects for Future Research

The systemic limits, existential dependency, and implied value ordering portrayed in the holarchical embedded view have rather far-reaching implications, which I alluded to in the conceptual development of this perspective in Chapter 2. If we accept that the embedded view best captures the essential characteristics of the relationship between business, society, and nature, it may be necessary to reconsider many of the fundamentally held precepts and dominant assumptions in management studies. For example, an embedded view brings new perspective to the basic purpose of business, the universal desirability of economic growth, and the metrics by which we assess societal welfare.

However, more important than confronting the status quo, there is considerable opportunity for new and productive lines of inquiry that have great practical relevance in a world facing a confluence of economic, social, and environmental challenges. Below I outline a limited number of suggestions for constructing a research agenda based on the embedded view, and detail specific questions that should be of particular interest to social issues and environmental management scholars. The recommendations are necessarily selective, and I leave it to future research to explore the full implications of an embedded view and its application to phenomena at the B-S-N interface.

Building the Embedded Case

There have been great efforts over some 30 years to establish a business case for socially and environmentally responsible actions, yet the latest meta-analytic evidence

suggests that this case is not particularly strong. After numerous reviews (Margolis & Walsh, 2001, 2003; Margolis et al., 2007; Walsh, Weber, & Margolis, 2003), Margolis and Elfenbein (2008) conclude the following:

In the end, if the promise of an economic payoff can persuade companies to clean up their questionable conduct or redress social ills, society would benefit.

However, framing a societal investment in terms of shareholder interest may be misguided. Investments need to be judged solely on the merits, and leaders can and should explore their own motivation before buying into the hype. Doing good may be its own reward. (p. 20)

From an embedded perspective, enhancing societal and environmental “good” is in fact a more meaningful reward. An alternative approach is suggested; one that justifies corporate actions not principally on their ability to return a financial profit, but more directly on their contribution to broader societal welfare and the natural life sustaining forces that underpin it. Importantly, an embedded view does not negate the business case, but establishes a broader context within which that case can be considered. Under a holarchical conception and the limiting condition of systemic dependency, the business case is actually seen to be commensurate with both the societal case and the case for nature. I refer to this broader context as *the embedded case*, but it can also be considered the case for systems-level sustainability.

Building an embedded case would represent a significant advance in the literature, but how might scholars go about establishing such a case? I see four areas requiring further attention, some of which have been partially addressed in the research here, encapsulated in the following four broad questions: (a) How do corporate

actions/outcomes impact society and nature?; (b) What are the determinants of corporate actions?; (c) What is society?; (d) What constitutes societal and natural well-being? The first two questions concern the role of business within society and nature, and are thus more closely related to the typical purview of management studies. The latter two questions are more general but also more fundamental, as they address conceptions of the outcome domain upon which business-related analyses are predicated. Each of these questions is discussed in greater detail below.

Assessing the Impacts of Corporate Actions/Outcomes

A central question emerging from the embedded view concerns the appropriate role of business within its holistic context. Determining this requires that we understand the many ways in which corporate actions and outcomes impact society and nature, and consider both the potential and limits of business to promote the common good. Here there is both opportunity and need for greater development and assessment of outcome variables that reflect the societal and natural domains, and a shift away from the predominant emphasis on predicting organizational level (primarily financial) outcomes (Walsh et al., 2003). The measure of corporate actions propensity developed here represents one attempt to expand the relevant outcome domain within management research. Another potentially rich avenue would be to apply the qualitative research methods of environmental and social impact assessment (Vanclay & Bronstein, 1995) to business activities. This could be done at the product, project, organization and even industry levels. Such analyses would support a much more fulsome accounting of the societal/natural benefits and harms associated with particular organizational activities, which will be necessary if we are to substantiate an embedded case for corporate actions.

Likely the greatest challenge implied by the embedded view is the need for a global shift from actions that drive perpetual growth to actions that respect systemic limits across time. It seems clear that these limits are not currently being respected. So how do we reorient ourselves from the wholesale growth paradigm? Consistent with the idea of steady-state economics (Daly, 1991), Victor (2008) has recently explored the possibilities for managing without growth at the national level. Similar analyses could explore the potential for viable models at the organizational level that do not necessitate growth. A number of questions arise. Are there organizations that currently employ steady-state strategies that can be documented, perhaps through case study approaches, and highlighted as exemplars? What governance, ownership, and financial structures are most consistent with a no-growth mandate? Is profit seeking best regarded as a primary, secondary, or less central objective within models to limit growth? What objective function for business is consistent with the embedded view, and how could this be put into practice? At a more macro level, in what regions of the world is economic growth still necessary to promote societal welfare, and where might economic growth be curtailed without compromising societal well-being?

Another approach to considering corporate actions lies in the area of corporate citizenship, and recent efforts have been made to delineate the theoretical foundations of this concept (Matten & Crane, 2005; Matten, Crane, & Chapple, 2003). Questions of interest from this perspective include the following: Can corporations assume not only the rights but also the responsibilities of citizenship? Do corporations have the capacity and the motivation to pursue the common good? If not, what institutional structures impede this, and how might they be addressed? Furthermore, since corporations are

established under a public charter, what options are available to revoke those charters when corporations significantly violate social or environmental aspects of the public trust? Are these charters only revoked, *de facto*, in the face of financial failure? The concept of corporate citizenship appears highly consistent with an embedded view of business within society, yet there remain many unanswered questions as to what this citizenship entails, and what this concept might imply for public policy.

Assessing the Determinants of Corporate Actions

An embedded case is underwritten by actions that provide net benefit to societal welfare, either directly or through the maintenance of natural life-supporting systems, and suggests that in the final analysis we are confronted with a fundamental problem of human behaviour. It is individual behaviour and actions that aggregate to produce corporate actions, and thus behavioural change will be a key component of efforts to bring business, society, and nature into sustainable balance. According to organizational behaviour scholars, needs and values are the most basic drivers of human behaviour (Locke, 1991), and numerous authors have suggested that a profound shift in values is necessary if we are to realize societal sustainability (Frederick, 1998; Milbrath, 1989; Stead & Stead, 2009; Victor, 2008). As such, a behavioural focus that builds from the research here could be particularly fruitful by addressing questions such as these: What are the dominant values within society? How do societal values relate to individual values and how do these affect organizational actions? Can dominant values be changed, and if so, how? Psychologists have explored some of these questions (Ball-Rokeach, Rokeach, & Grube, 1984; Rokeach, 1973), but there is much room for further application within the context of business, society, and nature. The behavioural construct of needs,

so central to the Brundtland definition of sustainable development (World Commission On Environment and Development, 1987), is another potentially rich area waiting to be explored. Notably, needs and values are meaningful constructs at both the individual and societal levels of analysis, and thus provide opportunity for cross-level theoretical and empirical work.

Conceptions of Society

The third question - what is society? - speaks to the need for more robust conceptualizations of the societal domain, and in particular conceptions that treat business as within rather than separate from society. Wilber's (2000) holarchical view of nested systems may be instructive:

A holon is a whole that is a part of other wholes. For example, a whole atom is part of a whole molecule; a whole molecule is part of a whole cell; a whole cell is part of a whole organism...Reality is composed of neither wholes nor parts, but of whole/parts, or holons...a series of nests within nests within nests indefinitely, expressing greater and greater holistic embrace – holarchies of holons everywhere. (p. 40)

A holarchical perspective applied to society would account simultaneously for individuals, groups, organizations, institutions, nations, the global human complex and the dynamics between them. Admittedly, it may not be possible to adequately reflect such a comprehensive theoretical framework within the scope and methodological limits of empirical research projects. However it would be helpful if scholars defined society more explicitly in the context of their research, and avoided approaches that strongly juxtapose the business and societal domains. This juxtaposition is particularly apparent

in the common distinction between corporate *financial* performance and corporate *social* performance. However, if business is part of society then business outcomes are societal outcomes, and it seems inaccurate to frame financial performance as something apart from overall social performance (cf. Carroll, 1979). An embedded perspective suggests that financial performance is best considered within a holistic perspective of socially valuable outcomes.

Constituents of Societal and Natural Well-Being

This brings up the related question of what constitutes societal and natural well-being. I do not attempt here to specify these constituents in detail given the enormity of the topic, but a number of important questions need to be addressed in this area. Is it appropriate to equate *societal welfare* with *human well-being* and *the common good* as I have done here? What constitutes well-being at different levels of analysis (individual, family, community, national, global) and how do these relate to each other? What metrics are most appropriate for assessing societal welfare? How does societal well-being relate to natural well-being and vice versa?

With respect to the measurement issue, there has been recent work to develop micro-indicators of individual well-being (Diener & Seligman, 2004) and macro-indicators of national progress (Talberth, Cobb, & Slattery, 2006), which could constitute key outcome variables in future research. At a more fundamental level, it is perhaps useful to reiterate that societal well-being is in the first place dependent on a viable ecosystem. It is widely recognized that at present human population growth and industrial activity are surpassing the absorptive limits of the natural system (Brown, 2008; Victor, 2008). In short, the most basic requirements for societal well-being are

under threat, and the results are increasingly manifest (Global Humanitarian Forum, 2009).

A research agenda to build the embedded case has considerable breadth, and I have outlined just a few of the practical and readily accessible avenues for research based on an embedded perspective. Consistent with an embedded view and the recognition that societal welfare is ultimately dependent on the life-sustaining services of nature, I also restate earlier calls for greater cross-disciplinary research that spans the economic, societal, and environmental domains (Gladwin et al., 1995). If, as was argued earlier, the problems facing humanity cross system boundaries, we cannot expect meaningful solutions to emerge from within any single functional discipline. “Learning our way out” (Milbrath, 1989) will necessarily be a collaborative exercise based on amassed knowledge of economic, psychological, behavioural, sociological, physical, biological, and ecological phenomena. Management and organizational scholars who study the dominant institutions of our time are well placed to contribute to this learning, and the embedded view provides a helpful conceptual foundation to support multi-disciplinary work addressing problems of business, society, and nature. Given the observation above that it is most common for *scholars* to address either business-society relationships or business-nature relationships, there is a particular need for greater collaboration between social issues and environmental management scholars.

Final Conclusion

An embedded view illustrates the systemic limits and existential dependency that characterize the relationship between business, society, and nature, and provides a platform from which to meaningfully address the many challenges currently facing

human society. Based on the domain value ordering implied by the embedded view, I have suggested that scholars work to build an embedded case for corporate actions, and have outlined a number of potentially rich areas for future management inquiry. The empirical portion of this work, which addressed the relationship between values and corporate actions propensity, represents one small but important advance within the broad scope of B-S-N research.

Although I have sought to provide interested scholars with some practical and accessible research directions, it is readily recognized that the embedded view will not fit easily with the dominant assumptions, frameworks, and research foci that characterize management studies. There are however encouraging trends and growing interest in social and environmental issues within the field of management generally, as reflected in the 2007, 2009, and 2010 Academy of Management conference themes (“Doing Well by Doing Good,” “Green Management Matters,” and “Dare to Care” respectively). I also accept that the implications stemming from an embedded view face pragmatic limitations for both management scholars and practitioners confronted with dominant institutional structures, norms and expectations that in many cases run contrary to the achievement of long-term sustainable outcomes. Thus, my aim has been to stimulate, encourage, and provoke new thinking and discourse about the relationship between business, society, and nature, as such discourse is a first step toward meaningful change for a sustainable and better future.

Appendix A: Hypothesized Factors and Initial Items

Economic-Strength	Adapted From
1. I would endorse paying a relatively low level of compensation to corporate executive or board members in my company.	KLD
2. I would endorse corporate actions that maximize long term profit (e.g. ten to twenty years), even when short term results may be lessened.	New
3. I would support the fiduciary responsibility of my company to make a financial return for shareholders.	New
4. I would support research and development initiatives designed to improve my company's financial returns.	New
5. I would support economic development initiatives within my company.	New
6. I would act to protect and advance the financial welfare of firm shareholders.	New
Economic-Concern	
1. I can imagine myself engaging in controversial investment practices within my company.	KLD
2. I can imagine myself engaging in very high-risk investment practices within my company.	KLD
3. I can imagine myself supporting corporate actions that negatively impact property values within the local community.	KLD
4. I can imagine myself supporting corporate actions that negatively impact the societal tax base.	KLD
5. I can imagine myself supporting corporate actions that negatively impact the quality of life of some members of society.	KLD
6. I would endorse paying a relatively high level of compensation to corporate executive or board members in my company.	KLD
7. I would use any means necessary to minimize my company's tax obligations.	KLD
8. I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even when that could jeopardize long term returns.	New
Social-Strength	
1. I can imagine myself taking exceptional steps to treat a unionized workforce fairly.	KLD
2. I would endorse the implementation of strong health and safety programs at my company.	KLD
3. I would encourage employee involvement through active participation in management decision making.	KLD
4. I would encourage employee involvement through ownership in the company.	KLD
5. I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.	KLD
6. I would support my company taking a leadership stance on public policy issues.	KLD

7. I would endorse transparent reporting practices and full disclosure of my company's social and environmental performance.	KLD
8. I would support exceptionally generous charitable giving to the community.	KLD
9. I would endorse a corporate giving program that supports nonprofit organizations.	KLD
10. I would support innovative giving programs outside of North America.	KLD
11. I would endorse my company supporting primary or secondary public school education or offering significant support for youth job-training programs.	KLD
12. I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the economically disadvantaged.	KLD
13. I would support an exceptionally strong employee volunteer program at my company.	KLD
14. I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.	KLD
15. I would support a strong equal opportunities program within my company.	FTSE4G
16. I would support the right of workers to organize within my company.	UNGC
Social-Concern	
1. I can imagine myself engaging in actions that lead to or reinforce poor union relations.	KLD
2. I can imagine myself violating employee health and safety standards.	KLD
3. I can imagine myself endorsing a significant reduction in the workforce of my company.	KLD
4. I would support the use of differential labour standards throughout my company's supply chain.	KLD
5. I would support minimal reporting of my company's social and environmental performance.	KLD
6. I can imagine sourcing product that may have involved the use of child or forced labour.	UNGC
7. I can imagine conducting business in conflict zones or in countries with poor human rights records without concern for the local socio-economic conditions.	UNGC
8. When operating internationally I would endorse paying bribes in line with local customs.	UNGC
9. I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.	DJSI
10. I would endorse adopting labour standards that meet local regulations, even if those standards are less stringent than in North America.	New
Environmental-Strength	
1. I would support taking significant measures to reduce the contribution of my company's operations to climate change.	KLD
2. I would support the significant use of renewable and clean energy within my company.	KLD
3. I can imagine pushing for strong pollution prevention programs within my company.	KLD

4. I would endorse the substantial use of recycled materials in my company's manufacturing processes.	KLD
5. I would endorse my company making a superior commitment to environmental management systems.	KLD
6. I would support taking significant measures to reduce my company's water consumption.	EIRIS
7. I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.	UNGC
8. I would support taking significant measures to reduce waste in my company's manufacturing processes.	New
9. I would support taking a 'cradle to grave' approach in my company's product design initiatives.	New
10. I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.	New

Environmental-Concern

1. Under some circumstances I would endorse violating waste management regulations.	KLD
2. Under some circumstances I would endorse dealing improperly with hazardous waste.	KLD
3. Under some circumstances I would endorse violating environmental standards and regulation.	KLD
4. Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.	KLD
5. I can imagine engaging in corporate activities that have a negative impact on the natural environment.	New
6. I can imagine engaging in corporate activities that compromise biodiversity and natural ecosystems.	New
7. I would source materials without much thought to the environmental impact caused in the production of those materials.	New
8. I would only initiate remedial environmental action at my company if it was legally required.	New

Appendix B: Content Ratings Forms

Validating a Measure of Corporate Actions Propensity Content Ratings Questionnaire

The purpose of this questionnaire is to examine the *content adequacy* of items intended to measure individuals' **corporate actions propensity** (the propensity to support, endorse, or engage in different types of corporate action). Your task is to rate the extent to which each statement reflects one of six different types of corporate actions propensity (You will have to rate each of the items 6 times). Corporate actions are categorized based on whether their impact is primarily economic, social, or environmental in nature, and whether that impact is positive (i.e., a strength) or negative (i.e. a concern). The six different types of corporate actions propensity are defined as follows:

1. **Economic Strength Propensity:** Individuals with economic strength propensity are likely to endorse, support, or engage in corporate actions that have a positive economic impact on society.
2. **Social Strength Propensity:** Individuals with social strength propensity are likely to endorse, support, or engage in corporate actions that have a positive impact on people.
3. **Environmental Strength Propensity:** Individuals with environmental strength propensity are likely to endorse, support, or engage in corporate actions that have a positive impact on the natural environment.
4. **Economic Concern Propensity:** Individuals with economic concern propensity are likely to endorse, support, or engage in corporate actions that have a negative economic impact on society.
5. **Social Concern Propensity:** Individuals with social concern propensity are likely to endorse, support, or engage in corporate actions that have a negative impact on people.
6. **Environmental Concern Propensity:** Individuals with environmental concern propensity are likely to endorse, support, or engage in corporate actions that have a negative impact on the natural environment.

INSTRUCTIONS:

For each of the statements which appear on the following pages:

A. Carefully read each statement.

B. Decide on the extent to which the statement refers to the type of corporate actions propensity you are being asked to rate (refer to the definitions on this page).

C. For each statement, check the box which indicates the extent to which the statement reflects the definition you are rating. **Use the following response scale:**

- ☐ 5 = Completely, or almost completely
- ☐ 4 = Much
- ☐ 3 = Moderately, or about half
- ☐ 2 = Some
- ☐ 1 = None, or hardly at all

Please read and rate all of the statements, being careful not to omit or skip any. If you have any questions, please be sure to ask Joel Marcus (jmarcus@wlu.ca, 519.571.9991) for help.

Thank-you for participating!

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse the substantial use of recycled materials in my company's manufacturing processes.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would use any means necessary to minimize my company's tax obligations.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse the implementation of strong health and safety programs at my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would source materials without much thought to the environmental impact caused in the production of those materials.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I can imagine myself engaging in controversial investment practices within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
Under some circumstances I would endorse dealing improperly with hazardous waste.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support taking a 'cradle to grave' approach in my company's product design initiatives.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support a strong equal opportunities program within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse my company making a superior commitment to environmental management systems.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine engaging in corporate activities that compromise biodiversity and natural ecosystems.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support minimal reporting of my company's social and environmental performance.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine myself engaging in actions that lead to or reinforce poor union relations.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine sourcing product that may have involved the use of child or forced labour.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I can imagine myself engaging in very high-risk investment practices within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
Under some circumstances I would endorse violating environmental standards and regulation.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support research and development initiatives designed to improve my company's financial returns.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine myself supporting corporate actions that negatively impact property values within the local community.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support an exceptionally strong employee volunteer program at my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would support the use of differential labour standards throughout my company's supply chain.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support the significant use of renewable and clean energy within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would support the fiduciary responsibility of my company to make a financial return for shareholders.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support the right of workers to organize within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would encourage employee involvement through active participation in management decision making.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support economic development initiatives within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine pushing for strong pollution prevention programs within my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I can imagine myself endorsing a significant reduction in the workforce of my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support my company taking a leadership stance on public policy issues.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse transparent reporting practices and full disclosure of my company's social and environmental performance.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support taking significant measures to reduce the contribution of my company's operations to climate change.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I can imagine myself taking exceptional steps to treat a unionized workforce fairly.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
When operating internationally I would endorse paying bribes in line with local customs.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine myself supporting corporate actions that negatively impact the quality of life of some members of society.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support taking significant measures to reduce waste in my company's manufacturing processes.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse paying a relatively high level of compensation to corporate executive or board members in my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine conducting business in conflict zones or in countries with poor human rights records without concern for the local socio-economic conditions.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support exceptionally generous charitable giving to the community.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would only initiate remedial environmental action at my company if it was legally required.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse a corporate giving program that supports nonprofit organizations.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the economically disadvantaged.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would support innovative giving programs outside of North America.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would act to protect and advance the financial welfare of firm shareholders.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine myself violating employee health and safety standards.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
Under some circumstances I would endorse violating waste management regulations.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse paying a relatively low level of compensation to corporate executive or board members in my company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse corporate actions that maximize long term profit (e.g. ten to twenty years), even when short term results may be lessened.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine myself supporting corporate actions that negatively impact the societal tax base.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse adopting labour standards that meet local regulations, even if those standards are less stringent than in North American.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse my company supporting primary or secondary public school education or offering significant support for youth job-training programs.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even when that could jeopardize long term returns.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I can imagine engaging in corporate activities that have a negative impact on the natural environment.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None
I would encourage employee involvement through ownership in the company.	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	5 = Completely 4 = Much 3 = Moderately 2 = Some 1 = None

	Economic Strength	Social Strength	Environ. Strength	Economic Concern	Social Concern	Environ. Concern	Scale
I would support taking significant measures to reduce my company's water consumption.	<input type="checkbox"/> 5	<input type="checkbox"/> 5	<input type="checkbox"/> 5	<input type="checkbox"/> 5	<input type="checkbox"/> 5	<input type="checkbox"/> 5	5 = Completely
	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	<input type="checkbox"/> 4	4 = Much
	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	3 = Moderately
	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	2 = Some
	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	1 = None

Appendix C: Item Categorization Forms

Validating a Measure of Corporate Actions Propensity Item Categorization Questionnaire

The purpose of this questionnaire is to examine the *content adequacy* of items intended to measure individuals' **corporate actions propensity** (the propensity to support, endorse, or engage in a particular type of corporate action). Your task is to determine which type of corporate actions propensity each statement is referring to based on the following definitions:

7. **Economic Strength Propensity:** Individuals with economic strength propensity are likely to endorse, support, or engage in corporate actions that have a positive economic impact on society.
8. **Social Strength Propensity:** Individuals with social strength propensity are likely to endorse, support, or engage in corporate actions that have a positive impact on people.
9. **Environmental Strength Propensity:** Individuals with environmental strength propensity are likely to endorse, support, or engage in corporate actions that have a positive impact on the natural environment.
10. **Economic Concern Propensity:** Individuals with economic concern propensity are likely to endorse, support, or engage in corporate actions that have a negative economic impact on society.
11. **Social Concern Propensity:** Individuals with social concern propensity are likely to endorse, support, or engage in corporate actions that have a negative impact on people.
12. **Environmental Concern Propensity:** Individuals with environmental concern propensity are likely to endorse, support, or engage in corporate actions that have a negative impact on the natural environment.

INSTRUCTIONS:

For each of the statements which appear on the following pages:

- A. Carefully read each statement.
- B. Decide which type of corporate actions propensity the statement is referring to (refer to the definitions on this page), and check the appropriate box. You can check multiple boxes if you feel the statement fits more than one of the definitions provided. Check the "None of the above" box if you feel the statement does not fit any of the definitions.

Please read and rate all of the statements, being careful not to omit or skip any. If you have any questions, please be sure to ask Joel Marcus (jmarcus@wlu.ca, 519.571.9991) for help.

Thank-you for participating!

I would endorse the substantial use of recycled materials in my company's manufacturing processes.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would use any means necessary to minimize my company's tax obligations.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would endorse the implementation of strong health and safety programs at my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would source materials without much thought to the environmental impact caused in the production of those materials.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine myself engaging in controversial investment practices within my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
Under some circumstances I would endorse dealing improperly with hazardous waste.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

I would support taking a 'cradle to grave' approach in my company's product design initiatives.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would support a strong equal opportunities program within my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would endorse my company making a superior commitment to environmental management systems.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine engaging in corporate activities that compromise biodiversity and natural ecosystems.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would support minimal reporting of my company's social and environmental performance.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine myself engaging in actions that lead to or reinforce poor union relations.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

<p>I can imagine sourcing product that may have involved the use of child or forced labour.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I can imagine myself engaging in very high-risk investment practices within my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>Under some circumstances I would endorse violating environmental standards and regulation.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support research and development initiatives designed to improve my company's financial returns.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I can imagine myself supporting corporate actions that negatively impact property values within the local community.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support an exceptionally strong employee volunteer program at my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support the use of differential labour standards throughout my company's supply chain.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

<p>I would support the significant use of renewable and clean energy within my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support the fiduciary responsibility of my company to make a financial return for shareholders.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support the right of workers to organize within my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would encourage employee involvement through active participation in management decision making.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support economic development initiatives within my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

I can imagine pushing for strong pollution prevention programs within my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine myself endorsing a significant reduction in the workforce of my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would support my company taking a leadership stance on public policy issues.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would endorse transparent reporting practices and full disclosure of my company's social and environmental performance.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would support taking significant measures to reduce the contribution of my company's operations to climate change.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine myself taking exceptional steps to treat a unionized workforce fairly.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
When operating internationally I would endorse paying bribes in line with local customs.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

<p>I can imagine myself supporting corporate actions that negatively impact the quality of life of some members of society.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support taking significant measures to reduce waste in my company's manufacturing processes.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse paying a relatively high level of compensation to corporate executive or board members in my company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I can imagine conducting business in conflict zones or in countries with poor human rights records without concern for the local socio-economic conditions.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support exceptionally generous charitable giving to the community.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would only initiate remedial environmental action at my company if it was legally required.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse a corporate giving program that supports nonprofit organizations.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the economically disadvantaged.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would support innovative giving programs outside of North America.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would act to protect and advance the financial welfare of firm shareholders.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I can imagine myself violating employee health and safety standards.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
Under some circumstances I would endorse violating waste management regulations.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
I would endorse paying a relatively low level of compensation to corporate executive or board members in my company.	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

<p>I would endorse corporate actions that maximize long term profit (e.g. ten to twenty years), even when short term results may be lessened.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I can imagine myself supporting corporate actions that negatively impact the societal tax base.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse adopting labour standards that meet local regulations, even if those standards are less stringent than in North American.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse my company supporting primary or secondary public school education or offering significant support for youth job-training programs.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even when that could jeopardize long term returns.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I can imagine engaging in corporate activities that have a negative impact on the natural environment.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

<p>I would encourage employee involvement through ownership in the company.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above
<p>I would support taking significant measures to reduce my company's water consumption.</p>	<input type="checkbox"/> Economic Strength <input type="checkbox"/> Social Strength <input type="checkbox"/> Environmental Strength <input type="checkbox"/> Economic Concern <input type="checkbox"/> Social Concern <input type="checkbox"/> Environmental Concern <input type="checkbox"/> None of the Above

Appendix D: Scales and Items Following Content Validation

Economic-Strength		Source
1.	I would endorse corporate actions that maximize long term profit (e.g. ten to twenty years), even when short term results may be lessened.	RET
2.	I would support research and development initiatives designed to improve my company's financial returns.	RET
3.	I would support the fiduciary responsibility of my company to make a financial return for shareholders.	RET
4.	I would support economic development initiatives within my company.	RET
5.	I would act to protect and advance the financial welfare of firm shareholders.	RET
Economic Concern		
1.	I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even if that might jeopardize long term returns.	MOD
2.	I can imagine myself engaging in very high-risk investment practices that could potentially harm my company.	MOD
3.	I would endorse actions that pay-off for me even if other stakeholders might be financially hurt.	NEW
4.	I can imagine supporting policies that compromise shareholder returns if it resulted in a better financial outcome for me.	NEW
5.	I would support salary and benefit increases for myself even if the financial viability of the company was uncertain.	NEW
Social-Strength		
1.	I would endorse the implementation of strong health and safety programs at my company.	RET
2.	I would support a strong equal opportunities program within my company.	RET
3.	I would support an exceptionally strong employee volunteer program at my company.	RET
4.	I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.	RET
5.	I can imagine myself taking exceptional steps to treat a unionized workforce fairly.	RET
6.	I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the economically disadvantaged.	RET
7.	I would support innovative giving programs outside of North America.	RET
8.	I would endorse my company supporting primary or secondary public school education or offering significant support for youth job-training programs.	RET
9.	I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.	RET

Social Concern	
1. I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.	RET
2. I can imagine myself engaging in actions that lead to or reinforce poor union relations.	RET
3. I can imagine sourcing product that may have involved the use of child or forced labour.	RET
4. I can imagine myself violating employee health and safety standards.	RET
5. I would have little problem endorsing significant employee layoffs if the need arose.	MOD
6. I would have little problem conducting business in conflict zones or in countries with poor human rights records.	MOD
7. I would have little problems paying bribes in countries where this is the norm.	MOD
Environmental-Strength	
1. I would endorse the substantial use of recycled materials in my company's manufacturing processes.	RET
2. I would endorse my company making a superior commitment to environmental management systems.	RET
3. I would support the significant use of renewable and clean energy within my company.	RET
4. I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.	RET
5. I can imagine pushing for strong pollution prevention programs within my company.	RET
6. I would support taking significant measures to reduce the contribution of my company's operations to climate change.	RET
7. I would support taking significant measures to reduce waste in my company's manufacturing processes.	RET
8. I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.	RET
9. I would support taking significant measures to reduce my company's water consumption.	RET
Environmental Concern	
1. I would source materials without much thought to the environmental impact caused in the production of those materials.	RET
2. Under some circumstances I would endorse dealing improperly with hazardous waste.	RET
3. Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.	RET
4. I can imagine engaging in corporate activities that compromise biodiversity and natural ecosystems.	RET
5. Under some circumstances I would endorse violating environmental standards and regulation.	RET

- | | |
|---|-----|
| 6. I would only initiate remedial environmental action at my company if it was legally required. | RET |
| 7. Under some circumstances I would endorse violating waste management regulations. | RET |
| 8. I can imagine engaging in corporate activities that have a negative impact on the natural environment. | RET |
-

RET = Retained after content validation assessment

MOD = Modified based on content validation assessment

NEW = Newly created

Appendix E: Final Scales and Items

Economic-Strength

1. I would support research and development initiatives designed to improve my company's financial profit.
 2. I would support efforts to make a financial return for shareholders.
 3. I would act to protect and advance the financial welfare of firm shareholders.
 4. I would support activities that improve the company's financial bottom line.
 5. I would do my best to help my company make a financial profit.
 6. I would act to improve the economic outcomes of my organization.
-

Economic-Concern

1. I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even if that might jeopardize long term returns.
 2. I can imagine myself engaging in very high-risk investment practices that could potentially harm my company.
 3. I would endorse actions that pay-off for me even if other stakeholders might be financially hurt.
 4. I can imagine supporting policies that compromise shareholder returns if it resulted in a better financial outcome for me.
 5. I would support salary and benefit increases for me even if the financial viability of the company was uncertain.
 6. I can imagine myself stealing money from my company if I knew I would never get caught.
-

Social-Strength

1. I would endorse the implementation of strong health and safety programs at my company.
 2. I would support a strong equal opportunities program within my company.
 3. I would support an exceptionally strong employee volunteer program at my company.
 4. I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.
 5. I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the disadvantaged.
 6. I would support innovative giving programs outside of North America.
 7. I would endorse my company supporting public school education or offering significant support for youth job-training programs.
 8. I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.
-

Social-Concern

1. I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.
 2. I can imagine myself engaging in actions that lead to or reinforce poor union relations.
 3. I can imagine sourcing product that may have involved the use of child or forced labour.
 4. I can imagine myself violating employee health and safety standards.
 5. I would have little problem endorsing significant employee layoffs if the need arose.
 6. I would have little problem conducting business in conflict zones or in countries with poor human rights records.
 7. I would have little problem paying bribes in countries where this is the norm.
-

Environmental-Strength

1. I would endorse the substantial use of recycled materials in my company's manufacturing processes.
 2. I would endorse my company making a superior commitment to environmental management systems.
 3. I would support the significant use of renewable and clean energy within my company.
 4. I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.
 5. I can imagine pushing for strong pollution prevention programs within my company.
 6. I would support taking significant measures to reduce waste in my company's manufacturing processes.
 7. I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.
 8. I would support taking significant measures to reduce my company's water consumption.
-

Environmental-Concern

1. I would source materials without much thought to the environmental impact caused in the production of those materials.
 2. Under some circumstances I would endorse dealing improperly with hazardous waste.
 3. Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.
 4. Under some circumstances I would endorse violating environmental standards and regulation.
 5. Under some circumstances I would endorse violating waste management regulations.
 6. I can imagine engaging in corporate activities that have a negative impact on the natural environment.
-

Corporate Actions Propensity Questionnaire

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Section A: Demographic Questions

Please provide the following information about yourself:

1. Gender: ☐ Female ☐ Male
2. Age: _____ years
3. How many years of full-time work experience do you have?
☐ None
☐ < 5 years
☐ 5-9 years
☐ 10-19 years
☐ > 20 years
4. What is your nationality? _____

Section B: Corporate Actions Questions – Part I

1. I would do my best to help my company make a financial profit.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

2. I can imagine 'turning a blind eye' to breaches of my company's code of ethical conduct.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

3. I would endorse taking a precautionary approach when the environmental impact of corporate initiatives is unclear.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

4. I can imagine myself violating employee health and safety standards.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

5. I would endorse my company supporting public school education or offering significant support for youth job-training programs.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

6. I would have little problem conducting business in conflict zones or in countries with poor human rights records.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

7. I can imagine pushing for strong pollution prevention programs within my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

8. I can imagine myself stealing money from my company if I knew I would never get caught.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

9. I would support an exceptionally strong employee volunteer program at my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

10. I would support taking significant measures to reduce my company's water consumption.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

11. Under some circumstances I would endorse violating environmental standards and regulation.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

12. I can imagine endorsing my company's participation in public/private partnerships that support housing initiatives for the disadvantaged.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

13. I can imagine supporting policies that compromise shareholder returns if it resulted in a better financial outcome for me.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

14. I would support innovative giving programs outside of North America.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

15. Under some circumstances I would endorse dealing improperly with hazardous waste.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

16. I would support activities that improve the company's financial bottom line.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

17. I would endorse taking responsibility for the full life-cycle of my company's products, including after they have been purchased and used by a consumer.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

18. I would endorse corporate actions that maximize short term profit (e.g. quarterly, yearly), even if that might jeopardize long term returns.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

19. I would source materials without much thought to the environmental impact caused in the production of those materials.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

20. I would support efforts to make a financial return for shareholders.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

Section C: Industry Questions

1. Assuming an attractive job were available, please indicate how willing you would be to work in each of the following industries, or for a company that has a significant involvement with these industries (e.g. investments, supplier/customer relations):

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Completely UNWILLING										Completely WILLING
Alcohol	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apparel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automotive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firearms and Weapons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gambling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nuclear Power	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oil & Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommun.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tobacco	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Corporate Actions Questions – Part II

1. I would have little problem paying bribes in countries where this is the norm.

<input type="checkbox"/> 0%	<input type="checkbox"/> 10%	<input type="checkbox"/> 20%	<input type="checkbox"/> 30%	<input type="checkbox"/> 40%	<input type="checkbox"/> 50%	<input type="checkbox"/> 60%	<input type="checkbox"/> 70%	<input type="checkbox"/> 80%	<input type="checkbox"/> 90%	<input type="checkbox"/> 100%
Completely DISAGREE										Completely AGREE

2. I would support research and development initiatives designed to improve my company's financial profit.

<input type="checkbox"/> 0%	<input type="checkbox"/> 10%	<input type="checkbox"/> 20%	<input type="checkbox"/> 30%	<input type="checkbox"/> 40%	<input type="checkbox"/> 50%	<input type="checkbox"/> 60%	<input type="checkbox"/> 70%	<input type="checkbox"/> 80%	<input type="checkbox"/> 90%	<input type="checkbox"/> 100%
Completely DISAGREE										Completely AGREE

3. I can imagine myself engaging in actions that lead to or reinforce poor union relations.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

4. I would endorse my company making a superior commitment to environmental management systems.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

5. Under some circumstances I would endorse maintaining emissions of toxic chemicals into the air and/or water that are high relative to industry peers.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

6. I would have little problem endorsing significant employee layoffs if the need arose.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

7. I would act to improve the economic outcomes of my organization.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

8. I can imagine myself engaging in very high-risk investment practices that could potentially harm my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

9. I can imagine sourcing product that may have involved the use of child or forced labour.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

10. I would support innovative initiatives related to labour rights in the supply chain or particularly good labour relations outside North America.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

11. I would support the significant use of renewable and clean energy within my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

12. I would endorse the implementation of strong health and safety programs at my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

13. I would endorse actions that pay-off for me even if other stakeholders might be financially hurt.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

14. I would support a strong equal opportunities program within my company.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

15. I can imagine engaging in corporate activities that have a negative impact on the natural environment.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

16. I would support salary and benefit increases for myself even if the financial viability of the company was uncertain.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

17. I would endorse the substantial use of recycled materials in my company's manufacturing processes.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

18. I would endorse a strong diversity program to ensure the inclusion of women and visible minorities within my company's workforce.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

19. Under some circumstances I would endorse violating waste management regulations.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

20. I would act to protect and advance the financial welfare of firm shareholders.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

21. I would support taking significant measures to reduce waste in my company's manufacturing processes.

☐0% ☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70% ☐80% ☐90% ☐100%
Completely Completely
DISAGREE AGREE

Section E: Educational Background

1. What level of study are you currently pursuing?

- ☐ Undergraduate
☐ Masters
☐ Doctorate
☐ Not a student

2. What year of the program are you in?

- ☐ 1st
☐ 2nd
☐ 3rd
☐ 4th
☐ Other

3. What is/was your major area of university study:

4. Please indicate how familiar you are with each of the following topics:

	Not at all	Somewhat	Very	Extremely
Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Social Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK-YOU FOR PARTICIPATING IN THIS STUDY!

Appendix G: Policy-Capturing Questionnaire

Organizational Evaluations Questionnaire

**** PLEASE READ ALL INSTRUCTIONS CAREFULLY BEFORE PROCEEDING ****

1. Please record your anonymous 8-digit research identifier code according to the following format:

__ __	__ __ - __ __ - __ __
Last two digits of your student number	Date of birth (YY-MM-DD)

For students participating in the WLU Research Participation System, please write in your 5-digit ID code.

5-digit ID code: __ __ __ __ __

2. Business corporations undertake a wide range of activities and can subsequently be measured against a wide range of criteria. This can make it very difficult to come up with an overall evaluation of a given organization as it is often difficult to determine which indicators are important and how much weight should be given to each indicator. Previous research suggests that even when individuals are given identical information about a corporation there is less than perfect agreement about how the corporation should be rated overall. **In this research we are interested in further understanding how best to combine multiple organizational indicators into an overall organizational rating.** In this questionnaire you are asked to provide overall organizational evaluations based on three indicators (economic, social, and environmental) each with four performance levels. These are described below:

Economic indicators – measure whether the firm made a financial profit or a financial loss.

Social indicators – measure the impact the company has had on people such as employees, suppliers, customers, and individuals within the local community.

Environmental indicators – measure the impact of corporate activities on the natural environment such as water systems, animal habitat, natural ecosystems, and the biosphere.

Illustrative examples of different performance levels for each indicator are provided in the following table:

Performance Level				
	Very poor	Poor	Good	Very good
Economic	<ul style="list-style-type: none"> Substantial financial losses compromising the company's viability 	<ul style="list-style-type: none"> Significant financial loss 	<ul style="list-style-type: none"> Financial outcomes in line with industry average 	<ul style="list-style-type: none"> Financial outcomes better than industry average
Social	<ul style="list-style-type: none"> Employee brutality Distribution of unsafe consumer products 	<ul style="list-style-type: none"> Poor customer relations Lack of policy regarding ethical behaviour or labour rights 	<ul style="list-style-type: none"> Community involvement Enacted ethics and labour rights policies 	<ul style="list-style-type: none"> Significant efforts to promote social justice Progressive employee benefits and work/life programs
Environmental	<ul style="list-style-type: none"> Dumping of toxic material Oil spills Species depletion through over-fishing/hunting 	<ul style="list-style-type: none"> Lack of environmental policy Insufficient recycling program 	<ul style="list-style-type: none"> Environmental management training for employees Reporting of environmental performance 	<ul style="list-style-type: none"> Major operational changes to reduce environmental impact Development of environmentally friendly products/services

Below you are provided with 68 profiles of **large, public, multi-national, for-profit companies**, prepared by a panel of expert analysts. These profiles include illustrative examples of each company's performance and the analysts' final ratings for each criteria domain. Please recognize that analysts use a complex ratings process and assess a wide range of indicators within each domain to arrive at their final ratings. Thus, the final ratings should be taken as more meaningful than the specific examples noted for each company.

Using your own judgement and the information provided in each scenario, your task is to assign each organization an overall rating. Here are two examples of the types of scenarios you'll be asked to rate:

Example Company 1: The analysts noted a significant financial loss, an incidence of employee brutality, and a robust environmental training program as indicative of the company's performance. They provided the following ratings:

				Economic		Social		Environmental			
				Poor		Very Poor		Good			
Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Example Company 2: The analysts noted financial outcomes in line with industry average, significant efforts to promote social justice, and the development of environmentally friendly products/services as indicative of the company's performance. They provided the following ratings:

	Economic Good			Social Very Good		Environmental Very Good					
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 1: The analysts noted financial outcomes in line with the industry average, significant efforts to address employee concerns, and habitat protection in development initiatives as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Good		Good		Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 2: The analysts noted financial outcomes in line with the industry average, distribution of unsafe consumer products, and extensive environmental remediation of sites not formerly owned by the company as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Good		Very Poor		Very Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 3: The analysts noted financial outcomes better than the industry average, major contributions to health programs in underdeveloped nations, and insufficient waste management programs as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Good		Very Good		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 4: The analysts noted a substantial financial loss compromising the company's viability, outstanding record of human rights protection throughout the supply chain, and industry-leading environmental practices as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Poor		Very Good		Very Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 5: The analysts noted a significant financial loss, discriminatory hiring practices, and pumping raw sewage into streams and lakes as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Poor		Poor		Very Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 6: The analysts noted a significant financial loss, significant efforts to promote social justice, and development of in-house water treatment technology as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Poor		Very Good		Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 7: The analysts noted financial outcomes in line with the industry average, donation of excess product to local not-for-profit organizations, and over-fishing leading to species depletion as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Good		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 8: The analysts noted a significant financial loss, particularly good relations with suppliers, and contributions to deforestation through clear-cutting as indicative of the company's performance. They provided the following ratings:

			Economic Poor		Social Good		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 9: The analysts noted financial outcomes better than the industry average, community involvement, and improper treatment of livestock as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Good		Environmental Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 10: The analysts noted a substantial financial loss compromising the company's viability, lack of diversity (women, minorities) within the workforce, and the development of environmentally friendly products as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Very Poor		Poor		Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 11: The analysts noted a substantial financial loss compromising the company's viability, poor community relations, and major emissions of greenhouse gasses beyond regulatory standards as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Very Poor		Poor		Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 12: The analysts noted financial outcomes better than the industry average, poor labour relations, improper transportation and storage of nuclear waste as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Poor		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 13: The analysts noted financial outcomes in line with the industry average, support for community and arts and cultural events, and major groundwater contamination as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Good		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 14: The analysts noted a significant financial loss, false marketing, and insufficient environmental reporting as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Poor		Poor		Poor				
Overall rating:											
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 15: The analysts noted a significant financial loss, employee brutality, and over-fishing linked to species depletion as indicative of the company's performance. They provided the following ratings:

Company 16: The analysts noted financial outcomes better than the industry average, displacement of indigenous peoples, and greater than 50% usage of reclaimed material in the manufacturing process as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Very Poor		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 17: The analysts noted a significant financial loss, major contributions to education, and environmental risk assessment practices in development initiatives as indicative of the company's performance. They provided the following ratings:

Company 18: The analysts noted a significant financial loss, links to organized crime, and the elimination of pesticide and herbicide use in crop production as indicative of the company's performance. They provided the following ratings:

			Economic Poor		Social Very Poor		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 19: The analysts noted financial outcomes in line with the industry average, excessive noise pollution, and major operational changes to reduce the firm's environmental impact as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Poor		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 20: The analysts noted financial outcomes in line with the industry average, an outstanding record of human rights protection throughout the supply chain, and agricultural practices leading to soil erosion as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Good		Very Good		Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 21: The analysts noted a substantial financial loss compromising the company's viability, distribution of contaminated food products linked to consumer illness and death, and excessive resource wastage as indicative of the company's performance. They provided the following ratings:

Economic					Social		Environmental			
Very Poor					Very Poor		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 22: The analysts noted a substantial financial loss compromising the company's viability, industry leading employee benefits and work/life programs, and toxic dumping in underdeveloped countries as indicative of the company's performance. They provided the following ratings:

Economic					Social		Environmental			
Very Poor					Very Good		Very Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 23: The analysts noted a substantial financial loss compromising the company's viability, support for community arts and cultural events, and improper waste treatment as indicative of the company's performance. They provided the following ratings:

Economic					Social		Environmental			
Very Poor					Good		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 24: The analysts noted a substantial financial loss compromising the company's viability, evidence of employee abuse, and a strong environmental management policy as indicative of the company's performance. They provided the following ratings:

Economic					Social		Environmental			
Very Poor					Very Poor		Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 25: The analysts noted financial outcomes in line with the industry average, insufficient safety standards, and contaminants leakage due to poorly maintained storage facilities as indicative of the company's performance. They provided the following ratings:

Economic					Social		Environmental			
Good					Poor		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 26: The analysts noted a significant financial loss, large scale layoffs with little support for affected employees, and greater than 50% usage of reclaimed material in manufacturing processes as indicative of the company's performance. They provided the following ratings:

Company 27: The analysts noted financial outcomes in line with the industry average, major contributions to clean water accessibility in underdeveloped countries, and industry leading environmental practices as indicative of the company's performance. They provided the following ratings:

Company 28: The analysts noted a substantial financial loss compromising the company's viability, failure to recognize the claims of indigenous peoples affected by corporate initiatives, and a strong environmental reporting program as indicative of the company's performance. They provided the following ratings:

			Economic Very Poor		Social Poor		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 29: The analysts noted financial outcomes better than the industry average, major contributions to fighting HIV/AIDS, and achieving near-zero waste through industrial ecology solutions as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Good		Very Good		Very Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 30: The analysts noted financial outcomes in line with the industry average, involvement with and support for corrupt government regimes, and excessive chemical usage as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Very Poor		Environmental Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 31: The analysts noted a substantial financial loss compromising the company's viability, implementation of a living wage policy throughout the supply chain, and environmental risk assessment practices in development initiatives as indicative of the company's performance. They provided the following ratings:

			Economic Very Poor		Social Good		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 32: The analysts noted financial outcomes better than the industry average, involvement with and support for corrupt government regimes, and insufficient environmental training for employees as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Very Poor		Environmental Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 33: The analysts noted a significant financial loss, use of child labour in the supply chain, and installation of energy efficient technology as indicative of the company's performance. They provided the following ratings:

			Economic Poor		Social Very Poor		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 34: The analysts noted a significant financial loss, extensive stakeholder engagement, and achieving near-zero waste through industrial ecology solutions as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Poor		Very Good		Very Good			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 35: The analysts noted financial outcomes better than the industry average, lack of diversity (women, minorities) within the workforce, and development of breakthrough clean energy technology as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Poor		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 36: The analysts noted financial outcomes better than the industry average, a strong record of hiring women and minorities, and pumping raw sewage into streams and lakes as indicative of the company's performance. They provided the following ratings:

		Economic Very Good		Social Good		Environmental Very Poor					
Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 37: The analysts noted financial outcomes better than the industry average, an exemplary record of employee satisfaction, and the development of environmentally friendly products as indicative of the company's performance. They provided the following ratings:

		Economic Very Good		Social Good		Environmental Very Good					
Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 38: The analysts noted a substantial financial loss compromising the company's viability, extensive stakeholder engagement, and commitment to waste reduction initiatives as indicative of the company's performance. They provided the following ratings:

		Economic		Social		Environmental					
		Very Poor		Very Good		Good					
Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 39: The analysts noted financial outcomes better than the industry average, improper product labelling, and a strong environmental reporting program as indicative of the company's performance. They provided the following ratings:

Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 40: The analysts noted financial outcomes in line with the industry average, numerous employee accidents, and greenhouse gas emissions far beyond regulatory standards as indicative of the company's performance. They provided the following ratings:

Overall rating:											
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 41: The analysts noted financial outcomes better than the industry average, verbal and emotional abuse of employees, and brownfield remediation and development as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Very Poor		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 42: The analysts noted financial outcomes better than the industry average, employee casualties while on the job, and major groundwater contamination as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Very Poor		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 43: The analysts noted financial outcomes in line with the industry average, education and training support for employees, and lack of an environmental policy as indicative of the company's performance. They provided the following ratings:

				Economic		Social		Environmental		
				Good		Good		Poor		
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 44: The analysts noted financial outcomes in line with the industry average, major contributions to fighting HIV/AIDS in Africa, and environmental training for employees as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Very Good		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 45: The analysts noted financial outcomes in line with the industry average, displacement of indigenous peoples, and improper transportation and storage of nuclear waste as indicative of the company's performance. They provided the following ratings:

				Economic		Social		Environmental			
				Good		Very Poor		Very Poor			
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 46: The analysts noted a significant financial loss, major contributions to health programs in rural Africa, and major groundwater contamination as indicative of the company's performance. They provided the following ratings:

	Economic			Social		Environmental					
	Poor			Very Good		Very Poor					
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 47: The analysts noted a significant financial loss, an outstanding customer service record, and a fleet transfer from traditional to hybrid vehicles as indicative of the company's performance. They provided the following ratings:

	Economic			Social		Environmental					
	Poor			Good		Good					
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 48: The analysts noted a significant financial loss, health and safety citations, and policies to limit energy usage from lighting and air-conditioning as indicative of the company's performance. They provided the following ratings:

	Economic				Social		Environmental				
	Poor				Poor		Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 49: The analysts noted financial outcomes in line with the industry average, misrepresentation of services, and efforts to promote wildlife diversity as indicative of the company's performance. They provided the following ratings:

	Economic Good				Social Poor		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor				Poor				Good			Very Good

Company 50: The analysts noted a significant financial loss, distribution of unsafe consumer products, and lack of environmental training for employees as indicative of the company's performance. They provided the following ratings:

Overall rating:											
		Economic Poor			Social Very Poor		Environmental Poor				
-5	-4	-3	-2	-1	0	1	2	3	4	5	
Very Poor			Poor				Good			Very Good	

Company 51: The analysts noted financial outcomes in line with the industry average, major contributions to the education of the rural poor in India, and a major oil spill as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Very Good		Environmental Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 52: The analysts noted a substantial financial loss compromising the company's viability, good labour relations, and eliminating the use of paints containing volatile organic compounds as indicative of the company's performance. They provided the following ratings:

			Economic Very Poor		Social Good		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 53: The analysts noted a substantial financial loss compromising the company's viability, use of forced labour in the supply chain, and extensive environmental remediation of sites not formerly owned by the company as indicative of the company's performance. They provided the following ratings:

			Economic Very Poor		Social Very Poor		Environmental Very Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 54: The analysts noted financial outcomes better than the industry average, a major program to promote social equity in regions where the company operates, and commitment to waste reduction initiatives as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Very Good		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 55: The analysts noted financial outcomes in line with the industry average, verbal and emotional abuse of employees, and re-forestation activities as indicative of the company's performance. They provided the following ratings:

			Economic Good		Social Very Poor		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 56: The analysts noted a substantial financial loss compromising the company's viability, lack of a labour rights policy, and insufficient waste management programs as indicative of the company's performance. They provided the following ratings:

			Economic Very Poor		Social Poor		Environmental Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 57: The analysts noted a substantial financial loss compromising the company's viability, employee casualties while on the job, and toxic waste dumping as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Poor		Very Poor		Very Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 58: The analysts noted a substantial financial loss compromising the company's viability, a major program to promote social equity in developing countries where the company operates, and limited recycling initiatives for manufacturing waste as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Poor		Very Good		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 59: The analysts noted financial outcomes better than the industry average, strong ethics and labour rights policies, and installation of smokestack scrubbers as indicative of the company's performance. They provided the following ratings:

			Economic Very Good		Social Good		Environmental Good				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 60: The analysts noted a substantial financial loss compromising the company's viability, employee training in diversity and ethical behaviour, and a major oil spill as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental				
			Very Poor		Good		Very Poor				
Overall rating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
	Very Poor			Poor				Good			Very Good

Company 61: The analysts noted a significant financial loss, employee compensation above the industry average, and major operational changes to reduce the firm's environmental impact as indicative of the company's performance. They provided the following ratings:

		Economic Poor			Social Good		Environmental Very Good					
Overall rating:		-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor					Poor				Good			Very Good

Company 62: The analysts noted a significant financial loss, a strong record of social impact assessment in development initiatives, and improper transportation of hazardous chemicals as indicative of the company's performance. They provided the following ratings:

		Economic Poor			Social Good		Environmental Poor					
Overall rating:		-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor					Poor				Good			Very Good

Company 63: The analysts noted financial outcomes better than the industry average, discriminatory hiring practices, and efforts to promote wildlife diversity as indicative of the company's performance. They provided the following ratings:

		Economic Very Good			Social Poor		Environmental Good					
Overall rating:		-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor					Poor				Good			Very Good

Company 64: The analysts noted a substantial financial loss compromising the company's viability, poor customer relations, and policies to limit energy usage from lighting and air-conditioning as indicative of the company's performance. They provided the following ratings:

		Economic Very Poor			Social Poor		Environmental Good					
Overall rating:		-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor					Poor				Good			Very Good

Company 65: The analysts noted financial outcomes in line with the industry average, maintenance of a clean and safe working environment, and development of breakthrough clean energy technology as indicative of the company's performance. They provided the following ratings:

		Economic Good			Social Good		Environmental Very Good					
Overall rating:		-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor					Poor				Good			Very Good

Company 66: The analysts noted a significant financial loss, significant efforts to address poverty, and insufficient environmental assessment practices as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Poor		Very Good		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 67: The analysts noted financial outcomes better than the industry average, industry leading employee benefits and work/life programs and contributing to deforestation by clear-cutting as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Good		Very Good		Very Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Company 68: The analysts noted financial outcomes better than the industry average, poor community relations, and insufficient filtration of air-borne chemicals as indicative of the company's performance. They provided the following ratings:

			Economic		Social		Environmental			
			Very Good		Poor		Poor			
Overall rating:										
-5	-4	-3	-2	-1	0	1	2	3	4	5
Very Poor			Poor				Good			Very Good

Thank-you for completing this questionnaire. Please wait for further instructions.

Appendix H: Questionnaire with Survey Satisfaction, Cover Story Check, and

Normative Values Items

Please record your anonymous 8-digit research identifier code according to the following format:

____ Last two digits of your student number ____ ____ Date of birth (YY-MM-DD)

For students participating in the WLU Research Participation System, please write in your 5-digit ID code.

5-digit ID code: ____

Questions about the organizational rating task just completed

1. I thought the organizational rating task was:

-4	-3	-2	-1	0	1	2	3	4
Difficult								Easy
-4	-3	-2	-1	0	1	2	3	4
Boring								Interesting
-4	-3	-2	-1	0	1	2	3	4
Too long								Just right

2. **While I was completing the questionnaire**, I thought the purpose of the study was to (please check only one):

- ☐ Assess the consistency of participants' ratings on a repetitive task.
- ☐ Examine respondents' personal values.
- ☐ Understand how best to combine multiple organizational indicators into an overall organizational rating.
- ☐ Explore the suitability of a new methodology for management research.

3. I would willingly participate in research using this type of questionnaire in the future:

-4	-3	-2	-1	0	1	2	3	4
No way!								Sure

4. I would tell my friends that they should participate in this study:

-4	-3	-2	-1	0	1	2	3	4
No way!								Sure

Beliefs about management decision making

In your opinion, how much importance should be assigned to each of the factors listed below when making critical management decisions?

	None: of no importance					Of most importance: should be considered more important than all other considerations	
	1	2	3	4	5	6	7
Employee professional growth and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effect on firm profitability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee relations issues (well-being, safety, working conditions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribution to the economic welfare of the nation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effect on the environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effect on sales volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The welfare of the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments for the Researcher:

THANK-YOU FOR PARTICIPATING IN THIS STUDY!

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